

## **CHAPTER 3 ECONOMIC DEVELOPMENT**

This chapter includes an investigation of the City's economic base, labor force, and general economic trends. Considerable attention is given to the economic base and labor force characteristics of the City of Roswell, but also Fulton County and the state as a whole. The intent of this chapter is to integrate economic development into the community's comprehensive planning process. Upon identification of economic needs, the land necessary to support economic development can be determined, and the community facilities and services needed to support economic development can be provided.

Based on the information gathered in the inventory, an assessment is made to determine which economic sectors are growing and declining locally and which sectors should be encouraged to develop in order to complement or diversify the existing economic base of the City. The assessment includes a determination whether jobs available in the City are appropriate for the residents in terms of skill and education levels required, commuting patterns, and wages paid, and, if not, what options are available to improve the existing economic situation (i.e., programs of business development, attraction and diversification, or job training). In addition, this analysis determines what existing local economic development programs and tools or community attributes are available and needed to foster economic development.

The results of the assessment logically lead to the development of needs and goals and an associated implementation strategy that sets forth a plan for economic development in terms of how much growth is desired, what can be done to support retention and expansion of existing businesses, what types of new businesses and industries will be encouraged to locate in the community, what incentives will be offered to encourage economic development, whether educational and/or job training programs will be initiated or expanded, and what infrastructure improvements will be made to support economic development goals during the planning period. Needs, goals, and implementation strategies are presented in the form of an economic development action plan.

### **LABOR FORCE**

#### **Labor Force Participation in 1990**

In 1990, the City had a labor force of 28,678 persons, with 77.0 percent of persons 16 years and over in the labor force. Over 87 percent of males 16 years and over were in the labor force in 1990. A majority of females (67.2%) 16 years and over were in the labor force in 1990. See Table 3.1.

**Table 3.1**  
**Labor Force Participation by Sex, 1990**  
**Persons 16 Years and Over**  
**City of Roswell**

<b>Labor Force Status</b>	<b>Male</b>	<b>Percent of Males 16+ Years</b>	<b>Female</b>	<b>Percent of Females 16+ Years</b>	<b>Total (Male + Female)</b>	<b>Percent of Total Persons 16+ Years</b>
In Labor Force	15,797	87.2%	12,861	67.2%	28,678	77.0%
Not in Labor Force	2,314	12.8%	6,274	32.8%	8,588	23.0%
Total Population (16+ Years)	18,111	100%	19,135	100%	37,246	100%

Source: U.S. Census Bureau. 1990 Census Lookup; 1990 Census of Population and Housing

### **Comparison of Labor Force Participation in 1990**

Table 3.2 shows unemployment and labor force participation rates of Roswell in comparison with nearby cities in 1990. Roswell had one of the lower labor force participation rates when compared with other cities (excluding Atlanta). Two explanations for this finding are probable. First, Roswell has higher levels of affluence than other cities and therefore a disproportionate amount of Roswell's residents may have other sources of income and therefore may not need to be in the labor force. Second, early retirements may contribute to this trend.

**Table 3.2**  
**Comparison of Labor Force Participation, 1990**  
**Roswell and Nearby Cities**

<b>Municipality</b>	<b>Percent Labor Force Participation, 1990</b>	<b>Municipality</b>	<b>Percent Labor Force Participation, 1990</b>
Alpharetta	77.4	Marietta	71.4
Atlanta	62.7	Mountain Park	82.7
Duluth	82.7	Norcross	80.4
Kennesaw	80.7	Roswell	76.9
Lawrenceville	74.2	Smyrna	79.3
Lilburn	78.4		

Source: U.S. Department of Commerce, Bureau of the Census. 1990 Census of Population and Housing, Summary Tape File 3A. As compiled by Atlanta Regional Commission, 1992.

On the other hand, when compared with the county, state, and nation, Roswell had a higher labor force participation rate (77%) than that of the state (68%) and the nation (65%) in 1990, as shown in Table 3.3. This may have been due to a highly educated population and a predominance of two-income families.

**Table 3.3**  
**Comparison of Labor Force Participation by Sex, 1990**  
**Persons 16 Years and Over**  
**City, State, and Nation**

<b>Jurisdiction and Sex</b>	<b>In Labor Force</b>	<b>Percent</b>	<b>Not In Labor Force</b>	<b>Percent</b>
City of Roswell - Males	15,797	87.2%	2,314	12.8%
City of Roswell - Females	12,861	67.2%	6,274	32.8%
City of Roswell - Total	28,678	77.0%	8,588	33.0%
State of Georgia - Males	1,804,052	76.6%	549,607	23.4%
State of Georgia - Females	1,547,461	59.9%	1,037,261	40.1%
State of Georgia - Total	3,351,513	67.9%	1,586,868	32.1%
United States - Males	68,509,429	74.4%	23,516,484	25.6%
United States - Females	56,672,949	56.8%	43,130,409	43.2%
United States - Total	125,182,378	65.3%	66,646,893	34.7%

Source: U.S. Census Bureau, 1990 Census Lookup.

### **Employment Status in 1990**

Table 3.4 provides employment status by sex in 1990. Unemployment for females was almost equivalent to that of males in 1990. Unemployment was not a significant problem or issue in 1990, with a total unemployment rate of 2.6%.

**Table 3.4**  
**Employment Status of the Labor Force by Sex, 1990**  
**Persons 16 Years and Over**  
**City of Roswell**

<b>Labor Force Status</b>	<b>Male</b>	<b>Percent of Male Labor Force</b>	<b>Female</b>	<b>Percent of Female Labor Force</b>	<b>Total (Male + Female)</b>	<b>Percent of Total Labor Force</b>
Employed (all Civilian)	15,366	97.3%	12,504	97.2%	27,870	97.3%
Unemployed	401	2.5%	357	2.8%	758	2.6%
Armed Forces	30	0.2%	0	0%	30	0.1%
Total Labor Force	15,797	100%	12,861	100%	28,658	100%

Source: U.S. Census Bureau. 1990 Census Lookup.

### **Comparison of Employment Status in 1990**

Table 3.5 compares Roswell's unemployment rate in 1990 with that of nearby cities. Roswell's 1990 unemployment rate was among the lowest of the nearby cities; only Norcross had a lower unemployment rate in 1990.

**Table 3.5**  
**Comparison of Unemployment Rates, 1990**  
**Roswell and Nearby Cities**

<b>Municipality</b>	<b>Percent Unemployment, 1990</b>	<b>Municipality</b>	<b>Percent Unemployment, 1990</b>
Alpharetta	2.6	Marietta	5.4
Atlanta	9.2	Mountain Park	2.7
Duluth	3.1	Norcross	2.1
Kennesaw	4.3	Roswell	2.6
Lawrenceville	4.3	Smyrna	3.9
Lilburn	3.4		

Source: U.S. Department of Commerce, Bureau of the Census. 1990 Census of Population and Housing, Summary Tape File 3A. As compiled by Atlanta Regional Commission, 1992.

Table 3.6 provides comparisons among Roswell, the state, and the nation for males, females, and the total labor force.

**Table 3.6**  
**Comparison of Employment Status by Sex, 1990**  
**Persons 16 Years and Over in the Civilian Labor Force**  
**City, State, and Nation**

<b>Jurisdiction and Sex</b>	<b>In Civilian Labor Force, Employed</b>	<b>Percent</b>	<b>In Civilian Labor Force, Unemployed</b>	<b>Percent</b>
City of Roswell - Males	15,366	97.5%	401	2.5%
City of Roswell - Females	12,504	97.2%	357	2.8%
City of Roswell - Total	27,870	97.4%	758	2.6%
State of Georgia - Males	1,714,459	95.0%	89,593	5.0%
State of Georgia - Females	1,448,952	93.6%	98,509	6.4%
State of Georgia - Total	3,163,411	94.4%	188,102	5.6%
United States - Males	64,227,807	93.8%	4,281,622	6.2%
United States - Females	53,162,323	93.8%	3,510,626	6.2%
United States - Total	117,390,130	93.8%	7,792,248	6.2%

Source: U.S. Census Bureau, 1990 Census Lookup.

### **Trends During the Last Decade**

Table 3.7 provides annual average data for the labor force, employment, and unemployment in Roswell from 1994 to 2003. The labor force in Roswell has grown incrementally during the last ten years for which annual data are available. The data in Table 3.3 show that Roswell's labor force has been able to find employment. The number of persons unemployed, and the unemployment rate (which was already low as of 1994), consistently dropped in absolute numbers from 1994 to 2000. Unemployment increased in terms of both absolute numbers and unemployment rate in 2001 and 2002, corresponding to a national recession, then decreased in 2003. These labor force statistics show that Roswell's labor force is very capable of finding employment.

**Table 3.7**  
**Labor Force, Employment and Unemployment, 1994 to 2003**  
**City of Roswell**

<b>Year</b>	<b>Labor Force</b>	<b>Employment</b>	<b>Unemployment</b>	<b>Unemployment Rate</b>
1994	30,602	29,928	674	2.2
1995	30,893	30,251	642	2.1
1996	32,102	31,495	607	1.9
1997	33,236	32,650	586	1.8
1998	34,376	33,845	531	1.5
1999	34,699	34,194	505	1.5
2000	36,502	36,012	490	1.3
2001	35,661	35,089	572	1.6
2002	35,203	34,330	873	2.5
2003	36,166	35,366	800	2.2

Source: U.S. Bureau of Labor Statistics, [www.data.bls.gov](http://www.data.bls.gov). Accessed 10/25/04.

The City of Roswell had a total labor force of 46,198 persons ages 16 years and over in the year 2000. There were 31 labor force participants in the Armed Forces in 2000. Notice that the Decennial Census figure for labor force in 2000 (46,198) differs significantly from the Bureau of Labor Statistics (36,502) (i.e., compare Tables 3.7 and 3.8). The Decennial Census is better able to account for the so-called “informal” economy, or the multitude of day laborers who probably are not included in the annual estimates of labor force and unemployment provided by the Bureau of Labor Statistics.

### **Labor Force Participation in 2000**

**Table 3.8**  
**Labor Force Participation by Sex, 2000**  
**Persons 16 Years and Over**  
**City of Roswell**

<b>Labor Force Status</b>	<b>Male</b>	<b>Percent of Males 16+ Years</b>	<b>Female</b>	<b>Percent of Females 16+ Years</b>	<b>Total (Male + Female)</b>	<b>Percent of Total Persons 16+ Years</b>
In Labor Force	25,835	83.3%	20,363	64.4%	46,198	73.9%
Not in Labor Force	5,087	16.7%	11,242	35.6%	16,329	16.1%
Total Population (16+ Years)	30,922	100%	31,605	100%	62,527	100%

Source: U.S. Census Bureau. Census 2000. Summary File 3, Table P43.

A majority (73.9%) of the City’s residents ages 16 years and over were in the labor force in 2000. Not surprisingly, over three-quarters (83.3%) of the City’s males ages 16 years and over were in the labor force in 2000, while almost two-thirds of females (64.4%) were in the labor force in 2000. Males comprised 60 percent of the labor force in 2000.

### **Comparison of Labor Force Participation in 2000**

As of 2000, the labor force participation rate for Roswell's population (74%) was again higher than that of the state (66%) and the nation (64%). Roswell continues to have a large proportion of two income households, and it is an affluent area compared to the state or nation as a whole, which helps to explain the comparatively higher labor force participation in 2000. For Georgia and the U.S., just over one-half of females ages 16 years and over were in the labor force in 2000. The City of Roswell, in contrast, had almost two-thirds of its female population in the labor force in 2000. The male labor force participation rate for Roswell was 83.3 percent, which was significantly higher than the male labor force participation rates for Georgia (73.1%) and the U.S. (70.7%) in 2000. See Table 3.9, which includes the Armed Forces for Georgia and the U.S (Less than one-half percent of the labor force in Roswell was in the Armed Forces in 2000).

**Table 3.9**  
**Comparison of Labor Force Participation by Sex, 2000**  
**Persons 16 Years and Over**  
**City, State, and Nation**

<b>Jurisdiction and Sex</b>	<b>In Labor Force</b>	<b>Percent</b>	<b>Not In Labor Force</b>	<b>Percent</b>
City of Roswell – Males	25,835	83.3%	5,087	16.7%
City of Roswell – Females	20,363	64.4%	11,242	35.6%
City of Roswell – Total	46,198	73.9%	1,648	26.1%
State of Georgia – Males	2,217,015	73.1%	815,427	26.9%
State of Georgia – Females	1,912,651	59.4%	1,305,594	40.6%
State of Georgia – Total	4,129,666	66.1%	2,121,021	33.9%
United States – Males	74,273,203	70.7%	30,709,079	29.3%
United States – Females	64,547,732	57.5%	47,638,063	42.5%
United States – Total	138,820,935	63.9%	78,347,142	36.1%

Source: U.S. Census Bureau. Census 2000. Summary File 3, Table P43.

### **Employment Status in 2000**

For the year 2000, of the 46,198 persons in the labor force, 44,613 were employed in 2000 (see Table 3.10). Only 1,554 persons were unemployed, for an overall unemployment rate of 3.4 percent for the City's labor force in 2000. The unemployment rate for males was 3.3 percent, and the unemployment rate for females was 3.4 percent in 2000. These employment figures indicate that almost everyone in the City's civilian resident labor force is able to find employment. Given the improving economic state in metropolitan Atlanta, the City is well positioned with regard to attracting future job opportunities. The economy has suffered the effects of recession since 2001, and unemployment rates increased since the 2000 Census but then dropped again according to the data from the Bureau of Labor Statistics.

**Table 3.10**  
**Employment Status of the Labor Force by Sex, 2000**  
**Persons 16 Years and Over**  
**City of Roswell**

<b>Labor Force Status</b>	<b>Male</b>	<b>Percent of Male Labor Force</b>	<b>Female</b>	<b>Percent of Female Labor Force</b>	<b>Total (Male + Female)</b>	<b>Percent of Total Labor Force</b>
Employed (all Civilian)	24,954	96.6%	19,659	96.5%	44,613	96.5%
In Armed Forces	25	0.1%	6	0.1%	31	0.1%
Unemployed	856	3.3%	698	3.4%	1,554	3.4%
<b>Total Labor Force</b>	<b>25,835</b>	<b>100%</b>	<b>20,363</b>	<b>100%</b>	<b>46,198</b>	<b>100%</b>

Source: U.S. Census Bureau. Census 2000. Summary File 3, Table P43.

The employment rate for males residing in Roswell was slightly better than in Georgia and the United States as a whole in 1990. Employment of Roswell's female labor force was also slightly higher than in the state and nation as a whole in 1990. Overall, unemployment rates in the City in 1990 were favorable compared to the state and the nation overall.

### **Comparison of Employment Status in 2000**

Unemployment rates of the City of Roswell's civilian labor force compare favorably with those of the State of Georgia and the U.S. as a whole in 2000 (Table 3.11). Whereas the civilian unemployment rates for the total U.S. civilian labor force were nearly 6 percent in 2000, the unemployment rate for Roswell's civilian labor force in 2000 was only 3.4 percent. The City's unemployment rate for females is especially low when compared to female employment for the civilian labor forces of Georgia and the U.S. in 2000.

**Table 3.11**  
**Comparison of Employment Status by Sex, 2000**  
**Persons 16 Years and Over in the Civilian Labor Force**  
**City, State, and Nation**

<b>Jurisdiction and Sex</b>	<b>In Civilian Labor Force, Employed</b>	<b>Percent</b>	<b>In Civilian Labor Force, Unemployed</b>	<b>Percent</b>
City of Roswell - Males	24,954	96.6%	856	3.3%
City of Roswell - Females	19,659	96.5%	698	3.4%
City of Roswell - Total	44,613	96.5%	1,554	3.4%
State of Georgia - Males	2,051,523	95.0%	107,652	5.0%
State of Georgia - Females	1,788,233	93.9%	115,400	6.1%
State of Georgia - Total	3,839,756	94.5%	223,052	5.5%
United States - Males	69,091,443	94.3%	4,193,862	5.7%
United States - Females	60,630,069	94.2%	3,753,424	5.8%
United States - Total	129,721,138	94.2%	7,947,286	5.8%

Source: U.S. Census Bureau. Census 2000. Summary File 3, Table P43.

A longer term and wider comparison of unemployment rates is provided in Table 3.12. These data show that Roswell has maintained lower unemployment rates than nearby municipalities, Fulton County, surrounding counties, the state, and the nation during the last decade.

**Table 3.12**  
**Comparison of Unemployment Rates, 1994-2003**  
**Roswell and Selected Jurisdictions**

<b>Jurisdiction</b>	<b>1994</b>	<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>
Alpharetta	N/A	N/A	N/A	N/A	1.5	1.4	1.3	1.6	2.5	2.2
Atlanta	7.8	7.4	6.7	6.3	5.6	5.3	4.9	5.8	8.8	7.9
Lawrenceville	N/A	N/A	N/A	N/A	N/A	N/A	3.0	3.9	6.1	5.5
Marietta	5.5	4.5	4.0	4.0	3.5	3.4	3.3	4.0	6.2	5.5
Roswell	2.2	2.1	1.9	1.8	1.5	1.5	1.3	1.6	2.5	2.2
Smyrna	4.0	3.5	2.9	2.9	2.6	2.5	2.4	2.9	4.5	4.0
Cherokee County	3.4	3.5	2.6	2.4	2.2	2.0	2.0	2.3	4.0	3.9
Cobb County	4.2	3.7	3.0	3.0	2.7	2.6	2.5	3.0	4.7	4.2
DeKalb County	5.4	4.9	4.4	4.5	4.1	3.9	3.4	4.1	6.3	5.5
Douglas County	4.0	3.6	3.2	3.1	3.0	2.9	2.8	2.9	4.9	4.8
Forsyth County	3.1	3.0	2.1	2.1	1.8	1.6	1.5	2.2	3.9	3.4
Fulton County	5.8	5.4	5.0	4.6	4.1	3.9	3.6	4.2	6.5	5.8
Gwinnett County	3.7	3.2	2.8	2.6	2.5	2.4	2.2	2.8	4.5	4.1
State of Georgia	5.2	4.9	4.6	4.5	4.2	4.0	3.7	4.0	5.1	4.7
United States	6.1	5.6	5.4	4.9	4.5	4.2	4.0	4.8	5.8	6.0

Source: U.S. Department of Labor, Bureau of Labor Statistics.

Some clear trends are evident from the data. First, unemployment rates for all county level jurisdictions were at their highest in 2002 (of the years included). Second, unemployment declined consistently between 1994 and 2000, then rose in 2001 (due to a decline in the economy). The rates show a slow decline in 2003 through August 2004. Unemployment rates for metro Atlanta counties compare favorably with those of the state and nation. The numbers reflect strong economic conditions, and one can conclude that workers residing in Roswell have generally been able to find employment.

In terms of city level data, Roswell's unemployment rate has remained significantly lower than rates for surrounding cities, with the exception of the City of Alpharetta, which is almost identical in terms of unemployment rates, and well below rates for Georgia and the U.S. The unemployment rate in 2000, according to the U.S. Bureau of Labor Statistics, was 1.3 percent in Roswell, while it was 4.0 percent nationally.

### **EMPLOYMENT BY OCCUPATION**

Table 3.13 shows the occupations of the City of Roswell's civilian labor force who worked in 1990. It also provides percentage distributions for state and U.S. employment by occupation for purposes of comparison. It is important to underscore that Table 3.13 shows data for the working residents of Roswell, not for jobs within Roswell. That is, Roswell's residents work both within and outside of the city limits.



**Table 3.13**  
**Employment by Occupation, 1990**  
**Employed Civilian Population 16 Years and Over**  
**City of Roswell**

<b>Occupation</b>	<b>City of Roswell</b>	<b>%</b>	<b>GA %</b>	<b>U.S. %</b>
Managerial and professional specialty	6,582	27.9	24.6	26.4
Technical, sales and administrative support	11,633	49.4	31.9	31.7
Service	2,057	8.7	12.0	13.2
Farming, fishing, and forestry	258	1.1	2.2	2.5
Precision production, craft, and repair	1,624	6.9	11.9	11.3
Operators, fabricators, and laborers	1,402	5.9	17.4	14.9
<b>Total</b>	<b>23,566</b>	<b>100</b>	<b>100</b>	<b>100</b>

Source: U.S. Census Bureau, 1990 Census Lookup.

Roswell's labor force consisted of a much higher ratio of white-to-blue-collar workers than in the state or nation in 1990. More than three-quarters of Roswell's labor force in 1990 was employed in managerial, professional, technical, sales, and administrative positions. That percentage was substantially higher than for the state or nation as a whole in 1990. This means that Roswell's labor force is predominantly "white collar" in terms of occupations. If one includes service occupations as white collar in nature, then more than eight of every 10 workers residing in Roswell in 1990 were white-collar workers. Roswell residents were underrepresented in service occupations, precision production, operators, fabricators and laborers, and farming occupations, when compared with the state and nation in 1990. Only about 13 percent of Roswell's resident workforce in 1990 was generally considered to be "blue-collar" workers (e.g., production workers, operators, and laborers.). This finding is not surprising either, given that there are relatively few blue-collar jobs in Roswell.

One of the implications of this finding relates to the education and training needs of Roswell's workforce. Roswell's working residents are less likely to enroll in occupational training programs and technical trade schools than are workers residing in other areas of the state or nation. On the other hand, the higher proportion of workers in managerial and executive occupations may suggest that college opportunities (such as executive master of business administration or MBA programs) are a more appropriate fit for Roswell's workforce.

Table 3.14 provides similar data but for the year 2000 and includes separate tabulations for males and females. The 2000 data indicate that findings regarding Roswell's labor force in 1990 held true in the year 2000 as well. The 1990 and 2000 figures are not comparable, however, because of changes in the occupational categories between the two decennial censuses.

**Table 3.14**  
**Employment by Occupation By Sex**  
**Employed Civilian Population 16 Years and Over**  
**City of Roswell, 2000**

Occupation	City of Roswell				GA	U.S.
	Male	Female	Total	%	%	%
Managerial, professional, and related	12,000	9,633	21,633	48.5%	32.7%	33.6%
Service	2,445	2,053	4,498	10.1%	13.4%	14.9%
Sales and office	6,208	7,279	13,487	30.2%	26.8%	26.7%
Farming, fishing, and forestry	31	13	44	0.1%	0.6%	0.7%
Construction, extraction, and maintenance	2,556	89	2,645	5.9%	10.8%	9.5%
Production, transportation, and material moving	1,714	592	2,306	5.2%	15.7%	14.6%
Total	24,954	19,659	44,613	100%	100%	100%

Source: U.S. Census Bureau, 2000 Census. Summary File 3. Table P50.

There is not much variation between the distribution of occupations in the state and nation in 2000. Roswell's labor force, however, was substantially higher than the state or nation in its share of managerial, professional, and related occupations (i.e., white collar occupations). Approximately one-third of occupations in the state and nation were managerial, professional, and related occupations as of 2000, whereas Roswell had almost 50 percent of its work force employed in such occupations. Roswell's labor force in 2000 also had more people working in the sales and office trades, which are considered "white collar" occupations.

Roswell's labor force consisted of a lower percentage of people working in service occupations in 2000 than the state or nation, although it has more than doubled in absolute terms since 1990. Roswell had a significantly smaller percentage of production, transportation, and material moving occupations, and construction, extraction and maintenance occupations than did Georgia or the U.S. as a whole. Hence, between 1990 and 2000, Roswell's labor force has remained predominantly white collar in nature.

### **EMPLOYMENT BY INDUSTRY**

Table 3.15 shows the industries within which the City of Roswell's civilian labor force worked in 1990. It also provides percentage distributions for state and U.S. employment by industry for purposes of comparison. Not surprisingly, the state and national economies are quite similar with regard to distribution of employment among the various industries in 1990.

As indicated in Table 3.15, Roswell's residents were employed in a variety of industries in 1990. The Roswell labor force's share employed in service industries in 1990, at 30.3 percent, was higher than Georgia's but lower than the nation's as a whole. Roswell's labor force was much less reliant upon manufacturing for employment than the state or nation as a whole in 1990. Finance, insurance, and real estate was much more significant in terms of employing Roswell's residents in 1990 than it was in Georgia or the U.S. Roswell's labor force in 1990 also had a higher share in wholesale trade.

**Table 3.15**  
**Employment by Industry, 1990**  
**Employed Civilian Population 16 Years and Over**  
**City of Roswell**

<b>Industry</b>	<b>City of Roswell</b>	<b>%</b>	<b>GA %</b>	<b>U.S. %</b>
Agriculture, forestry, and fisheries	311	1.1%	2.4%	2.7%
Mining	16	--	0.3%	0.6%
Construction	1,736	6.2%	6.9%	6.2%
Manufacturing	3,284	11.8%	19.0%	17.7%
Transportation, communications, and other public utilities	2,534	9.1%	8.5%	7.1%
Wholesale trade	2,851	10.2%	5.0%	4.4%
Retail trade	4,764	17.1%	16.5%	16.8%
Finance, insurance, and real estate	3,398	12.2%	6.5%	6.9%
Services	8,427	30.3%	29.5%	32.7%
Public administration	549	2.0%	5.4%	4.9%
<b>Total</b>	<b>27,870</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Source: U.S. Census Bureau, 1990 Census Lookup.

For the 2000 Census, of some interest are the differences between males and females in terms of the types of industries in which they are likely to be employed. Males dominate employment in waste management, professional, and scientific services, while females clearly dominate the educational, health, and social services industries (see Table 3.16).

Residents of Roswell had an employment distribution by industry in 2000 which is not particularly similar to those of the state and nation, with a few exceptions, as indicated in Table 3.14. As was found to be the case in 1990, Roswell's residents are disproportionately employed in the finance, insurance, and real estate industries. When compared with the state and nation in 2000, Roswell had approximately twice the percentage of labor force working in professional, scientific, management, administrative and waste management industries. A higher percentage of Roswell's residents as of 2000 were employed in the information industry than for the state or nation as a whole. The higher levels of persons employed in professional, technical, and information fields is not surprising, however, given the high levels of education and incomes of residents in the City. The proportion of Roswell's residents employed in the retail trade industry (12.8%) in 2000 was comparable to that of the state and nation. Residents employed in the arts and entertainment industries in 2000 were fairly comparable to the state and nation.

Roswell's working population is not (as of 2000) as reliant on educational, health, and social services employment as the state or the nation. This finding is somewhat surprising, given the number of public schools, the hospital, and other health facilities in the City. The City is much lower than the state and nation in the industries of manufacturing, transportation and warehousing, and public administration. Representation in the construction industry and other services is slightly lower than in the state and nation as a whole.

**Table 3.16**  
**Employment by Industry by Sex**  
**Employed Civilian Population 16 Years and Over**  
**City of Roswell, 2000**

Industry	City of Roswell				GA	U.S.
	Male	Female	Total	%	%	%
Agriculture, forestry, fishing and hunting, and mining	110	24	134	0.3%	-	1%
Construction	2,442	273	2,715	6.1%	8%	7%
Manufacturing	2,776	1,087	3,863	8.7%	15%	14%
Wholesale trade	1,560	609	2,169	4.9%	4%	4%
Retail trade	3,242	2,460	5,722	12.8%	12%	12%
Transportation and warehousing and utilities	1,039	463	1,502	3.4%	6%	5%
Information	1,610	1,034	2,644	5.9%	4%	3%
Finance, insurance, real estate and rental and leasing	2,531	2,544	5,075	11.4%	7%	7%
Professional, scientific, management, administrative, and waste management services	4,959	3,827	8,796	19.7%	9%	9%
Educational, health and social services	1,206	4,508	5,714	12.8%	18%	20%
Arts, entertainment, recreation, accommodation and food services	2,235	1,506	3,741	8.4%	7%	8%
Other services (except public administration)	791	1,021	1,812	4.0%	5%	5%
Public administration	453	303	756	1.7%	5%	5%
Total	24,954	19,659	44,613	100%	100%	100%

Source: U.S. Census Bureau, 2000 Census. Summary File 3. Table P50.

### **PLACE OF WORK OF ROSWELL'S LABOR FORCE**

Table 3.17 provides the locations of employment for Roswell's labor force in 1990 and 2000. In 1990 and 2000, less than one-quarter (23.6 percent) of Roswell's labor force actually worked inside the city limits. This number is a significant indicator, because it may mean that Roswell does not have the types of jobs attractive to the vast majority of its labor force. In other words, more than three of four members of Roswell's labor force must go outside the City to find the jobs in the occupations and industries most suitable to them.

A substantial proportion (almost one-half) worked within the City or Fulton County in 2000. The percentage of Roswell's total labor force commuting into the Atlanta city limits declined from 1990 to 2000 but increased slightly in absolute terms. Not surprisingly, as employment has decentralized in the Atlanta metropolitan region during the 1990s, a higher percentage of Roswell's labor force was, in 2000, employed in locations other than the central city but within the metropolitan statistical area. The absolute number and the percentage of total labor force participants who worked outside of the Atlanta metropolitan statistical area both declined from

1990 to 2000. In 2000, a small percentage (2.0 percent) of workers found employment outside the Atlanta MSA in Georgia, down from 6.9 percent in 1990. Out-of-state employment increased slightly in absolute terms but in terms of share has dropped since 1990, from 1.6 percent in 1990 to 1.2 percent in 2000.

**Table 3.17**  
**Employment of Labor Force**  
**By Place of Work, 1990 and 2000**  
**Workers 16 Years and Over**  
**City of Roswell**

Place of Work	1990		2000	
	Number of Residents Working	% of Total Employed	Number of Residents Working	% of Total Employed
Worked in place of residence (Roswell)	6,490	23.6%	10,398	23.6%
Worked in Fulton County, not in Roswell	10,588	38.4%	19,118	43.4%
Worked in central city of MSA (Atlanta)	5,293	19.2%	6,909	15.9%
Worked in Atlanta MSA but not in central city	2,834	10.3%	6,164	14.0%
Worked outside Atlanta MSA but in Georgia	1,900	6.9%	881	2.0%
Worked outside Georgia	446	1.6%	554	1.2%
Total	27,551	100%	44,024	100%

Source: U.S. Census Bureau, 1990 Census Lookup, and 2000 Census. Summary File 3. Tables P26, P27, and P28.

### **PLACE OF WORK OF FULTON COUNTY'S LABOR FORCE**

Over 70 percent of Fulton County's working residents were employed within Fulton County in 1990. After Fulton County, DeKalb County had the largest employment of Fulton County's working residents in 1990. Cobb County and Gwinnett County were also significant employment locations for Fulton County's working residents in 1990, as indicated in Table 3.18.

**Table 3.18**  
**Employment of Fulton County Residents**  
**By County of Work, 1990**

County of Work	Number of Fulton County Residents Working	% of Total Fulton County Residents Working
Cobb County, GA	18,642	5.9%
DeKalb County, GA	39,969	12.7%
Clayton County, GA	13,803	4.4%
Fulton County, GA	221,309	70.2%
Gwinnett County, GA	12,437	3.9%
Other Counties	9,009	2.9%
Total Working	315,169	100%

Source: Georgia Department of Labor. 2001. Fulton County, Georgia, Area Labor Profile.

Table 3.19 shows that of the 385,442 persons comprising Fulton County's working labor force, 69 percent had jobs in Fulton County. Hence, less than one-third of Fulton County's working residents were employed outside Fulton County in 2000, which seems to be very good when compared to Roswell. Destinations for employment outside Fulton County were primarily DeKalb County (10.7 percent), Cobb County (6.5 percent), and Gwinnett County (5.5 percent).

**Table 3.19**  
**Employment of Fulton County Residents**  
**By County of Work, 2000**

<b>County of Work</b>	<b>Number of Fulton County Residents Working</b>	<b>% of Total County Residents Working</b>
Clayton County, GA	9,722	2.5%
Cobb County, GA	24,991	6.5%
DeKalb County, GA	41,232	10.7%
Douglas County, GA	1,192	0.3%
Fayette County, GA	1,633	0.4%
Forsyth County, GA	5,626	1.5%
Fulton County, GA	265,870	69.0%
Gwinnett County, GA	5,663	5.5%
Other Counties (inside or outside state)	13,965	3.6%
<b>Total Working</b>	<b>385,442</b>	<b>100%</b>

Source: Georgia Department of Labor. 2004. Fulton County, Georgia, Area Labor Profile

### **EMPLOYMENT IN FULTON COUNTY BY COUNTY OF RESIDENCE**

Table 3.20 provides the names of counties where those working in Fulton County resided in 1990. More than one-third of those with jobs in Fulton County lived in Fulton County in 1990. Leading the list of other county sources of labor for Fulton County's businesses in 1990 were DeKalb County residents (19.1 percent) and Cobb County residents (13.8 percent). The county's employment base also drew its workers from several other counties, including Clayton, Gwinnett, and Douglas.

Table 3.20 also shows how many people who worked in Fulton County in 2000 and the origin of those workers by counties. People who worked in Fulton County in 2000 were drawn from many other areas, including outside the state.

**Table 3.20**  
**Employment in Fulton County**  
**By County of Residence, 1990 and 2000**

County of Residence	Persons Working in Fulton County, 1990	%	Persons Working in Fulton County, 2000	%
Carroll County, GA	-----	--	3,570	0.4%
Cherokee County, GA	11,715	2.1%	17,494	2.4%
Clayton County, GA	33,209	5.8%	40,271	5.6%
Cobb County, GA	79,085	13.8%	92,014	12.8%
Coweta County, GA	-----	--	8,855	1.2%
Forsyth County, GA	-----	--	15,251	2.2%
Fulton County, GA	221,309	38.7%	265,870	37.0%
DeKalb County, GA	109,037	19.1%	121,921	17.0%
Douglas County, GA	13,256	2.3%	14,253	2.0%
Fayette County, GA	8,918	1.6%	14,745	2.1%
Forsyth County, GA	5,971	1.0%	15,251	2.1%
Gwinnett County, GA	36,961	6.5%	57,737	8.0%
Henry County, GA	6,519	1.1%	14,157	2.0%
Paulding County, GA	-----	--	7,432	1.1%
Rockdale County, GA	-----	--	4,792	0.7%
Other Counties	45,404	7.9%	24,089	3.4%
Total Working	571,384	100%	717,702	100%

Source: Georgia Department of Labor. 1990. Fulton County, Georgia. Area Labor Profile Source: U.S. Census Bureau. Residence County to Workplace County Flows for Georgia Sorted by Workplace State and County. 2003. Compiled by Jerry Weitz & Associates, Inc. 2004.

The data in Table 3.20 show that over one-third (37 percent) of those persons employed in Fulton County also lived in Fulton County. Fulton County employment draws a significant share of its labor force from DeKalb County, and draws almost 13 percent of its labor force from Cobb County. Although specific statistics are not available, it is likely that the majority of persons employed in the Roswell area reside either in Fulton County, Cobb County, northern portions of DeKalb County, portions of Gwinnett County, or Forsyth County.

## **ECONOMIC BASE**

Minimum planning standards require an analysis of historic, current, and projected employment and earnings by economic sector (i.e., industry) and a comparison with state percentages. Employment and earnings data are generally not available at the municipal level, except from the economic censuses. The Census Bureau's Economic Census provides one of the few sources for municipal data, and even it does not provide very detailed data for cities.

Table 3.21 provides limited data for the City of Roswell's economic base as of 1997.

**Table 3.21**  
**Number of Establishments and Sales/Receipts, 1997**  
**City of Roswell and Fulton County**

Industry	City of Roswell				Fulton County	
	Number of Establishments	% of County Total (by Industry)	Sales Receipts for Services (\$1,000s)	% of County Total (by Industry)	Number of Establishments (includes Roswell)	Sales Receipts for Services (\$1,000s)
Retail	321	9.0%	1,298,754	14.0%	3,569	9,248,184
Wholesale	309	12.6%	6,033,498	10.8%	2,462	55,915,067
Services*	580	8.4%	497,624	8.1%	6,541*	6,131,323

\* Includes educational services, health care and social assistance, arts, entertainment and recreation, accommodation and food service, and other services (except public administration)

Source: U.S. Census Bureau. 1997 Economic Census Profile: Roswell and Fulton County, Georgia.  
[www.Census.gov/epcd/www/97profiles/County](http://www.Census.gov/epcd/www/97profiles/County)

In 1997, Roswell was home to 9 percent of all retail establishments, 12.6 percent of all wholesale establishments, and 8.4 percent of all service establishments in Fulton County. With regard to sales, Roswell constituted 14.0 percent of all retail sales, 10.8 percent of wholesale receipts, and 8.1 percent of receipts by service firms in Fulton County in 1997.

The most recent Economic Census data are for 2002. The 2002 Economic Census forms were mailed December 2002, and data will not be published until late 2004 and 2005. The comparison of employment data by industry is complicated by the change from the Standard Industrial Classification (SIC) coding system (used in 1992) to the North American Industrial Classification (NAICS) system used in 1997.

Even though it is a relatively small city in terms of size in relation to the county land area, the City of Roswell has substantial percentages of the county's economic base in some industries. Roswell is home to 15.9 percent of the educational services establishments in the county as of 1997, with 10.7 percent of the payroll in that industry category. Roswell also hosts 12.6 percent of the wholesale trade establishments, although the annual payroll is just 8.3 percent of the county payroll in that industry. Roswell also had more than 21 percent of the combined professional, scientific and technical services and administrative and support services in 1997, although the annual payroll only totaled 7.2 percent combined. This suggests that perhaps, although there are a number of such establishments in the City, the actual number of employees are fewer in comparison with the county as a whole. The City contains 11.1 percent of the county in the "other services" industry, with 10.7 percent of the payroll.



**Table 3.22**  
**Number of Establishments and Annual Payroll, 1997**  
**City of Roswell and Fulton County**

Industry (NAICS Code)	City of Roswell				Fulton County (Includes Roswell)	
	Number of Establish- ments	% of County Total	Annual Payroll (\$1,000)	% of County Total	Number of Establish- ments	Annual Payroll (\$1,000)
Manufacturing (31-33)	58	6.5%	24,694	1.9%	897	1,283,646
Wholesale trade (42)	309	12.6%	151,873	8.3%	2,462	1,823,930
Retail trade (44-45)	321	9.0%	118,375	12.0%	3,569	990,136
Real estate & rental & leasing (53)	132	8.8%	21,239	4.1%	1,496	516,319
Professional, scientific, & technical services (54)	500	10.8%	103,217	3.6%	4,614	2,846,060
Administrative & support & waste management & remediation services (56)	154	10.5%	72,209	3.6%	1,470	2,002,193
Educational services (61)	29	15.9%	4,645	10.7%	182	43,581
Health care & social assistance (62)	204	9.1%	78,576	7.8%	2,252	1,009,694
Arts, entertainment, & recreation (71)	24	8.8%	3,713	3.2%	272	114,667
Accommodations & food services (72)	151	6.6%	33,552	4.9%	2,292	682,112
Other services (except public administration) (81)	172	11.1%	28,993	10.7%	1,543	270,275
<b>TOTAL</b>	<b>1,918</b>	<b>8.0%</b>	<b>641,086</b>	<b>5.4%</b>	<b>21,049</b>	<b>11,582,633</b>

Source: U.S. Census Bureau. 1997 Economic Census. [www.factfinder.Census.gov](http://www.factfinder.Census.gov)

The economic base of Roswell encompassed approximately 8 percent of total establishments in the county, yet commanded only 5.5 percent of the total payroll.

Even the 1997 Economic Census employment data (Table 3.23) have been rendered misleading by the recent, extensive economic development in the county and City. The 1997 Economic Census showed just 21,775 persons employed in the City of Roswell (the 2000 Census showed about double that number), but the Economic Census figures exclude self-employed persons and government employees. The extensive development of retail opportunities along Holcomb Bridge/Crossville Road, including numerous big box stores and shopping villages, has most likely increased both the proportion of total establishments in the county, particularly in the retail sector, as well as an increase in the proportional representation in payroll.

**Table 3.23**  
**Employment by Industry, 1997**  
**City of Roswell and Fulton County**

Industry (NAICS Code)	City of Roswell			Fulton County
	Employment	% of Industry	% of County Total	Employment
Manufacturing (31-33)	759	2.0%	0.2%	37,948
Wholesale trade (42)	2,912	7.2%	0.6%	40,435
Retail trade (44-45)	4,720	9.2%	1.0%	51,556
Real estate & rental & leasing (53)	716	5.0%	0.2%	14,372
Professional, scientific, & technical services (54)	2,323	4.1%	0.5%	56,202
Administrative & support & waste management & remediation services (56)	3,347	3.1%	0.7%	107,356
Educational services (61)	169	12.9%	0.0%	79,846
Health care & social assistance (62)	2,257	8.5%	0.5%	26,639
Arts, entertainment, & recreation (71)	259	4.7%	0.1%	5,561
Accommodations & food services (72)	3,072	5.3%	0.6%	57,973
Other services (except public administration) (81)	1,241	9.7%	0.3%	12,781
Total Shown	21,775	--	4.4%	490,669

Source: U.S. Census Bureau. 1997 Economic Census. [www.factfinder.Census.gov](http://www.factfinder.Census.gov)

It is worth reiterating that the Economic Census data do not include government employment. The City of Roswell is home to a large city government complex which houses all City employees, as well as several of the schools in the county and a library. However, public administration contributes only 1.7 percent of the jobs in the City, which would be a small portion of the county's total.

Table 3.24 provides data on employment by industry for Fulton County for recent years. The data come from the U.S. Census Bureau's County Business Patterns, and they include establishments with payroll only. As noted previously, these data do not account for self-employed employment and government employment.

Data in Table 3.24 show significant annual growth of the county's economic base from 1998 to 2000, then some declines in employment from 2000 to 2002. Manufacturing has declined on an annual basis. Wholesale trade employment in Fulton County has remained steady between 2000 and 2001, but retail trade employment increased from 1998 to 2000 and then dropped in 2001 and 2002 in response to worsening economic conditions in the early 2000s.

**Table 3.24**  
**Employment by Industry, 1998-2002**  
**Fulton County**  
**(Establishments with Payroll Only)**

<b>NAICS Code</b>	<b>Industry</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>
11	Forestry, fishing, hunting, and agricultural support	106	139	100-249	186	110
21	Mining	100-249	142	100-249	155	126
22	Utilities	2,500-4,999	3,706	2,500-4,999	3,754	3,839
23	Construction	23,985	25,028	26,727	27,535	25,847
31-33	Manufacturing	38,518	36,892	33,155	31,810	29,156
42	Wholesale Trade	37,963	40,244	41,384	41,157	38,064
44-45	Retail Trade	55,392	56,824	61,292	60,455	56,327
48	Transportation and warehousing	42,765	47,538	51,526	43,035	42,461
51	Information	38,439	44,651	56,943	63,031	66,208
52	Finance and insurance	52,577	57,320	57,450	60,990	62,121
53	Real estate & rental & leasing	15,581	16,879	19,255	18,080	18,930
54	Professional, scientific, & technical services	66,578	76,543	91,050	87,323	85,016
55	Management of companies and enterprises	39,170	42,013	40,610	38,171	37,883
56	Administrative support & waste management & remediation services	80,114	86,056	85,789	83,460	73,655
61	Educational services	13,906	14,794	15,964	16,415	15,741
62	Health care and social services	56,063	59,454	61,332	63,966	60,908
71	Arts, entertainment, & recreation	8,868	8,935	10,130	10,886	9,486
72	Accommodation & food services	55,502	57,177	61,000	63,812	61,605
81	Other services (except public administration)	26,945	28,425	26,933	26,282	28,480
95	Auxiliaries	21,900	22,869	23,582	18,369	15,138
99	Unclassified	250-499	472	500-999	434	66
	Subtotal, County Business Patterns	678,327	726,101	768,516	759,306	732,167

Source: U.S. Census Bureau, County Business Patterns (CBP), 1998, 1999, 2000, 2001 and 2002.

Administrative positions including waste management had their largest increases before 2000, dropping significantly in 2001 from the high in 1999. As well, management positions declined to pre-1998 levels after a brief rise in 1999 and 2000. From 2001 to 2002, the administrative positions including waste management dropped 10,000, a precipitous decline. Professional, scientific and technical services increased significantly through 2000, dropping slightly in 2001, yet remained higher than pre-2000 levels. Substantial employment growth has occurred in the information, finance, insurance, and health care and social service industries, with additions of over 2,000 employees from 1998 to 2001.

**Table 3.25**  
**Annual Payroll by Industry, 1998-2002**  
**Fulton County**  
**(\$1000s)**

NAICS	Industry	1998	1999	2000	2001	2002
11	Forestry, fishing, hunting, and agricultural support	8,105	8,901	0	7,183	5,036
21	Mining	0	6,054	0	6,497	5,131
22	Utilities	0	258,484	0	335,290	376,516
23	Construction	989,249	1,120,021	1,190,076	1,238,369	1,179,875
31-33	Manufacturing	1,414,837	1,331,528	1,325,724	1,289,689	1,204,582
42	Wholesale Trade	1,928,813	2,090,892	2,380,283	2,470,417	2,136,670
44-45	Retail Trade	1,192,843	1,311,324	1,410,077	1,466,471	1,357,672
48	Transportation and warehousing	1,604,182	1,812,871	1,950,310	2,143,771	2,191,427
51	Information	2,052,149	2,688,661	3,704,885	3,453,792	3,445,391
52	Finance and insurance	2,967,118	3,352,834	3,777,856	4,287,855	3,877,378
53	Real estate & rental & leasing	641,638	715,202	787,945	847,407	833,171
54	Professional, scientific, & technical services	3,792,205	4,546,980	5,739,264	5,706,026	5,980,746
55	Management of companies and enterprises	2,877,506	3,182,984	3,587,414	2,961,535	2,844,432
56	Administrative support & waste management & remediation services	1,896,190	2,112,792	2,245,954	2,483,982	2,063,927
61	Educational services	350,327	382,584	405,802	448,637	477,810
62	Health care and social services	445,054	2,098,668	2,191,967	2,356,583	2,340,822
71	Arts, entertainment, & recreation	53,871	272,821	329,594	362,270	454,960
72	Accommodation & food services	183,467	846,646	940,396	947,641	974,797
81	Other services (except public administration)	146,046	769,565	652,835	687,247	737,882
95	Auxiliaries	230,902	997,433	1,091,824	1,128,658	1,030,099
99	Unclassified	0	21,936	0	16,969	4,607
	Total	26,476,880	29,929,181	34,026,764	34,646,289	33,522,931

Source: U.S. Census Bureau, County Business Patterns (CBP), 1998, 1999, 2000, 2001 and 2002.

Employment in Fulton County decreased by 27,139 from 2001 to 2002, according to County Business Patterns. Construction, retail trade, professional, management, manufacturing and entertainment, among others, all declined in employment from 2001 to 2002. Accommodation and food services declined from 2001 to 2002 after steady gains in previous years. Even the health care and social services industries that have shown huge growth declined in employment

in Fulton County from 2001 to 2002. Utilities, information, finance, insurance and real estate did post gains in employment from 2001 to 2002 in Fulton County.

Table 3.26 provides annual payroll data by industry for Fulton County from 1998 to 2002 from County Business Patterns. Data in Table 3.25 show that not all industries are increasing payroll, and many exhibited declines from 2001 to 2002.

Minimum planning standards require a comparison of the local economic base, by industry, with the industry mix of the state. By conducting such a comparison, local differences can be highlighted. Table 3.26 compares industry mixes in Fulton County and the State of Georgia for 1997, 2000, and 2003, utilizing data from the Georgia Department of Labor.

**Table 3.26**  
**Comparison of Average Monthly Employment by Major Industries**  
**1997, 2000, and 2003**  
**Fulton County and State of Georgia**

	<b>1997</b>	<b>%</b>	<b>2000</b>	<b>%</b>	<b>2003</b>	<b>%</b>
<b>Total</b>						
Fulton County	697,566	100%	754,592	100%	721,459	100%
Georgia	3,563,237	100%	3,886,580	100%	3,779,807	100%
<b>Construction</b>						
Fulton County	18,284	2.6%	21,455	2.8%	19,774	2.7%
Georgia	168,402	4.7%	202,827	5.2%	195,774	5.1%
<b>Manufacturing</b>						
Fulton County	53,389	7.7%	52,507	7.0%	34,978	4.8%
Georgia	587,504	16.5%	581,200	15.0%	449,534	11.9%
<b>Transportation and Public Utilities</b>						
Fulton County	74,794	10.7%	82,149	10.9%	n/c	
Georgia	223,713	6.3%	258,633	6.7%	n/c	
<b>Wholesale Trade</b>						
Fulton County	51,934	7.4%	54,180	7.2%	41,655	5.8%
Georgia	243,092	6.8%	258,152	6.6%	205,230	5.4%
<b>Retail Trade</b>						
Fulton County	98,321	14.1%	103,490	13.7%	n/c	
Georgia	668,420	18.8%	714,247	18.4%	n/c	
<b>Finance, Insurance and Real Estate</b>						
Fulton County	63,013	9.0%	68,778	9.1%	67,088	9.3%
Georgia	184,722	5.2%	199,425	5.1%	211,874	5.6%
<b>Services</b>						
Fulton County	237,606	34.1%	270,416	35.8%	n/c	
Georgia	865,205	24.3%	995,771	25.6%	n/c	
<b>Government</b>						
Fulton County	97,755	14.0%	98,610	13.1%	101,036	14.0%
Georgia	568,269	16.0%	591,290	15.2%	626,468	16.6%

n/c = not classified or not comparable

Source: Georgia Department of Labor, Employment and Wages, Monthly Averages for Years Selected.

Figures in Table 3.26 require explanation. The Georgia Department of Labor includes government employment (which is omitted in County Business Patterns). The monthly average employment classifications also changed from 2000 to 2003, rendering some categories like retail trade non-comparable. It is also worth mentioning that, though not germane to this task, Fulton County represents approximately 19 percent of the statewide employment. Hence, discussion of Fulton County's employment base captures a substantial share of the Atlanta region and statewide employment base.

### **Total Employment**

Fulton County and the state both increased in total employment from 1997 to 2000 but then declined in 2003.

The City's estimated employment in 1997 employment was 33,730. This was considered a conservative estimate; these figures underestimate current (year 2000) employment levels (2020 Comprehensive Plan). The City's economy has grown remarkably in recent years. Although Roswell is still generally known as a bedroom community, it now has many more jobs than housing units. In calendar year 1998, the City added 561 new businesses according to records of the Community Development Department. As of September 1998, the City has 4,358 businesses, approximately 1,611 of which are home occupations or employed only one person. By September 30, 2004, the City added 624 new businesses. As of December 2004, the City had 5,150 registered businesses, approximately 1,800 of which are home occupations or employ one person.

### **Construction**

Fulton County has a lower percentage of total employment in the construction industry (2.7%) than does the state (5.1%). Construction employment comprised an estimated 6% of Roswell's employment in 1997, according to the 2020 Comprehensive Plan.

### **Manufacturing**

The figures in Table 3.23 indicate that Fulton County lost 17,529 manufacturing jobs from 2000 to 2003. This is a precipitous decline, consistent with longstanding predictions of substantial declines in manufacturing. One cannot rule out, however, the chance that the Georgia Department of Labor's change in classification from 2000 to 2003 accounts for some of the difference. Fulton County's economy is less dependent on manufacturing (with a 4.8% share) as is the state (with manufacturing comprising a 12% share) in 2003. Manufacturing employment comprised an estimated 2.4% of Roswell's employment in 1997, according to the 2020 Comprehensive Plan.

Employment in the manufacturing industries in the City was 759 persons in 1997, which is 2 percent of Fulton County's manufacturing employment, with 58 establishments conducting manufacturing operations (comprising 6.5 percent of the county's manufacturing establishments). Data suggests that manufacturing establishments in the City are small, with an average of 13 employees per establishment, as compared to an average of 42 employees per establishment county-wide. Manufacturing is underrepresented in Roswell's economy when compared to the county, region, state, and nation. This is not surprising, however, given Roswell's limited land area devoted to light industry, combined with residents with generally high levels of education, a greater representation of professional, managerial and technical occupations, and higher incomes than other portions of the County.

### **Transportation and Public Utilities**

This industry continued to increase from 1997 to 2000, but comparable figures are not available for the year 2003. A larger percentage of Fulton County's employment base is included in this category (10.9% in 2000) than the state (6.7% in 2000). Transportation and public utilities employment comprised an estimated 2.7% of Roswell's employment in 1997, according to the 2020 Comprehensive Plan.

### **Wholesale Trade**

Employment in wholesale trade increased from year 1997 to year 2000 then decreased from 2000 to 2003, as did most industries. A higher percentage of Fulton County's total employment (5.8%) is comprised of wholesale trade industries than the state (5.4%) in 2003.

Between 1987 and 1992, the number of wholesale trade establishments in Roswell grew by 88, with a corresponding employment increase of 759 jobs. Annual payroll also more than doubled in the wholesale trade industry during that five-year time period. City data indicate that only 34 wholesale establishments existed, while 1997 Economic Census data find there are 309 wholesale trade establishments. The difference between the City's numbers and the Census Bureau's numbers probably were again attributed to differences in classifications. Data showed that wholesale trade contributed approximately 2,912 jobs in 1997, or almost nine percent of total jobs in Roswell. Wholesale trade employment comprised an estimated 8.6% of Roswell's employment in 1997, according to the 2020 Comprehensive Plan.

### **Retail Trade**

Retail trade employment increased from 1997 to 2000, but comparable figures are not available for the year 2003. Fulton County's industry mix is less dependent on retail trade than the state's economy. Retail trade's share of total employment in Fulton County was 13.7% in 2000, whereas statewide the percentage was 18.4%.

A total of 50 new retail establishments were added to Roswell's economic base between 1987 and 1992, with a total employment increase of almost 1,600 workers. Thirty of the 50 new retail trade establishments added during this time were eating and drinking places, which increased employment by approximately 450 persons during that time period. Much of the remaining growth during this time period was due to the addition of miscellaneous retail stores. Food store employment grew by more than 300 jobs, even though the total number of food stores declined during the five-year period.

Retail trade and food services comprised an estimated 22% of Roswell's employment in 1997, according to the 2020 Comprehensive Plan. Retail trade was Roswell's second largest industry, with an estimated 7,420 jobs in the year 1997. Also in 1997, eating and drinking places in Roswell had increased modestly to 144 establishments employing 2,762 persons, according to the Census of Accommodation and Foodservices (1997). Roswell had one-quarter of the employment in retail trade and accommodations and food services industries in the county as of 1997, according to Economic Census data. The 1997 data do not account for recent growth in these industries for big box retailers, such as Home Depot, Super Target, and two Kohl's Department stores, as well as support commercial, supermarkets and restaurants.

**Table 3.27**  
**Retail Trade Establishments and Employment, 1987 and 1992**  
**City of Roswell**

Type	1987		1992	
	Establish-ments	Employment	Establish-ments	Employment
Building materials and garden supply stores	22	315	18	352
General merchandise stores	4	N/A	6	N/A
Food stores	26	701	21	1,170
Automotive dealers	28	852	28	798
Gasoline service stations	20	141	23	152
Apparel and accessory stores	43	276	47	421
Furniture and home furnishings stores	46	230	49	312
Eating and drinking places	86	1,972	116	2,426
Drug and proprietary stores	12	180	14	218
Miscellaneous retail stores	88	N/A	103	N/A
<b>TOTAL, Retail Trade</b>	<b>375</b>	<b>5,394</b>	<b>425</b>	<b>6,972</b>

Note: Some data excluded due to disclosure laws; therefore, numbers do not sum to total shown.

Sources: U.S. Department of Commerce, Economics and Statistics Administration, Bureau of Census. 1987 Census of Retail Trade (Issued August 1989) and 1992 Census of Retail Trade (Issued October 1994).

A comparison of City business license tabulations with Census figures suggested some significant growth in the number of retail trade establishments in Roswell since 1992. Census figures showed 425 retail trade establishments in 1992, whereas City data showed 604 retail trade establishments (2020 Comprehensive Plan). Differences also suggested the addition since 1992 of 32 restaurants (148 total) and 10 auto dealers (38 total) during the time period.

Retail sales by store group (2002) are provided for Fulton County in Table 3.28. The five-year projection for retail sales in Fulton County (2003-2007) is \$18,515,516,000, an increase of 27.2 percent over 2002 figures. Fulton County also has a "pull factor" of 1.17. A pull factor is a measurement of a county's retail buying power that incorporates the effects of income and population on a county's retail sales activity. A low pull factor (less than 1.00) can indicate that dollars are flowing out of the county (Bachtel and Boatright 2002, pp. 40-41). Conversely, a high pull factor can indicate that dollars from outside of the county are spent within the county.

Data compiled for the year 2003 by the Community Development Department indicate that 770 business license occupation permits were issued for retail/commercial and support uses.



**Table 3.28**  
**Retail Sales by Store Group, 2002**  
**Fulton County**

<b>Store Group</b>	<b>Retail Sales (\$1,000 Dollars)</b>
Food and beverage sales	\$1,877,262
Food service and drinking places	\$2,156,011
General and merchandise stores	\$1,273,431
Clothing and clothing accessories stores	\$1,027,904
Furniture/home furnishings/appliance stores	\$1,178,011
Motor vehicle and parts dealers	\$3,454,662
Gasoline service stations	\$680,072
Building material and garden equipment and supplies	\$1,482,276
Health and personal care stores	\$428,551
Total retail sales	\$14,559,886

Source: Boatright, Susan R. and Douglas C. Bachtel, eds. November 2004. The 2003 Georgia County Guide (updated 6/04) Athens, GA: College of Agricultural and Environmental Sciences and College of Family and Consumer Sciences, University of Georgia.

### **Services**

Comparable figures for the year 2003 are not available due to reclassification by the Georgia Department of Labor. However, from 1997 to 2000 there were significant gains in employment in Fulton County and the state. The share of total employment in the services industry is higher for Fulton County than for the state. Services comprised 35.8% of total employment in Fulton County in 2000, whereas services comprised 25.6% of the statewide employment in 2000.

With regard to Roswell, based on a comparison of Census and regional/city data, several noteworthy changes have occurred. Automotive services grew by about a dozen establishments from 1992 to 1997. Five new hotels/motels were added during that same time period. Beauty and barber shops total 96 according to City figures; the 1992 Economic Census showed only 35 with payroll, suggesting that the difference is attributed largely to home occupations. The City had more than twice the number of legal services firms (i.e., attorneys) than shown in the 1992 Census, again because attorneys often operate as sole proprietorships from home or at least without a payroll. The City's figures (reported in the 2020 Comprehensive Plan) showed that there were more than 2,000 service businesses in Roswell as of September 1998. A comparison of Census figures (which show 767 total service establishments in 1992) with City data suggested some phenomenal growth in the service industry in Roswell since 1992. While substantial growth has occurred, the differences in numbers may be attributed to differences in classification approaches between the Census Bureau and the City's method of tabulating business licenses by type.

**Table 3.29**  
**Service Establishments and Employment, 1987 and 1992**  
**City of Roswell**

Type	1987		1992	
	Establish-ments	Employment	Establish-ments	Employment
Hotels and motels	3	N/A	3	219
Laundry, cleaning, and garment services	15	130	26	171
Photographic studios, portrait	3	7	5	20
Beauty and barber shops	29	114	35	177
Miscellaneous personal services	11	68	9	N/A
Business services	112	889	206	2,312
Automotive repair, services, and parking	29	207	51	246
Miscellaneous repair services	12	N/A	18	78
Amusement and recreation services	23	N/A	35	287
Health services	106	1,029	177	2,468
Legal services	19	46	30	57
Selected educational services	5	N/A	12	52
Social services	11	147	19	211
Engineering, accounting, research, management, and related services	101	924	130	725
Total	492	4,181	767	7,159

Note: Some data excluded due to disclosure laws; therefore, numbers do not sum to total shown.

Sources: U.S. Department of Commerce, Economics and Statistics Administration, Bureau of Census. 1987 Census of Service Industries (Issued November 1989) and 1992 Census of Service Industries (Issued December 1994).

Services comprised an estimated 43% of Roswell's employment in 1997 (14,510 persons), according to the 2020 Comprehensive Plan. Service employment in Roswell grew by 71 percent between 1987 and 1992, from 4,181 persons in 1987 to 7,159 jobs in 1992. Two types, business services and health services, doubled their employment in this five-year period alone. Annual payroll in services industries more than doubled between 1987 to 1992. More than 1,400 health services positions were added to Roswell's economy during this time, when the North Fulton Regional Hospital began to grow and expand along with the addition of ancillary medical offices around the hospital. About the same number of new jobs was added in the business services industry between 1987 and 1992. More recent data show continued growth in most service industries, consistent with regional, state, and national trends. There was a doubling of the service employment in the City during the five-year period from 1992 to 1997 (2020 Comprehensive Plan).

Roswell had a small but significant share of health and social service employment in the county in 1997 according to the Economic Census of 1997. With the City's only hospital, supported by numerous medical facilities surrounding the hospital, and the substantial growth in health care needs arising from an aging population and families with children, Roswell has continued to be a major health care center for the North Fulton County area. The City's Medical District is anchored by North Fulton Regional Hospital and encompasses many medical offices and businesses. Much of the City's recent office development lies within the Medical District, and

the businesses themselves have been from diverse sectors, not limited to medical. Additionally, Roswell is home to several nursing homes which have residents that rely increasingly on health care and social services available in the City. With the success of the North Fulton Regional Hospital and medical office development around the hospital, the health services industry is a significant special economic sector of the City's economic base.

### **Government**

This is a category of employment not accounted for in County Business Patterns but tabulated separately for federal, state, and local employment by the Georgia Department of Labor. Government is an important employment industry in the state and Fulton County. Despite being home to the City of Atlanta, Fulton County is actually less reliant on this sector than the state in terms of share of total employment. Georgia's share of total employment in government in 2003 was 16.6%, whereas Fulton County's corresponding figure was 14%. Government comprised an estimated 8.5% of Roswell's employment in 1997, according to the 2020 Comprehensive Plan.

The City of Roswell has a city government center in the historic district area, though some departments have moved to the Hembree Road area of the City. Most of the administrative positions in the City are located at the city government center. Hence, government represents a major economic activity in the City. The City of Roswell employs 612 persons full-time; part-time employment varies, but may be over 350 at times, counting volunteer fire fighters and recreation and parks employees. Other government employment also exists in Roswell, such as Fulton County (numerous schools and the Roswell branch library).

### **MAJOR, SPECIAL, OR UNIQUE ECONOMIC ACTIVITIES**

#### **Major Employers**

An industrially based establishment constitutes the largest employer in Roswell (see Table 3.30). At the top of the list is Kimberly Clark, with 1,400 employees, and North Fulton Regional Hospital, with 950 employees. Other major employers in the City with more than 400 employees include the City of Roswell, Wal-Mart and United Parcel Service.

**Table 3.30**  
**Major Employers in Roswell**

<b>Name of Firm</b>	<b>Number of Employees</b>
Kimberly Clark Corporation	1,400
North Fulton Regional Hospital	950
City of Roswell	612
Wal Mart Stores	480
United Parcel Service (2 sites)	427
Witness Systems	319
Accu-Tech Corporation	245
Super Target (Dayton Hudson Corp)	242
HIS of Roswell Nursing and Rehab	240
Publix (2 locations)	235
Resources and Residential Alternatives	180
Johnson Controls	180

Name of Firm	Number of Employees
Re-Max Greater Atlanta Affiliates	160
Kaplan Higher Education Corporation	160
Ryland Homes	154
Honda Carland	150
Earth Tech	125
Kohl's Department Store – Crossville Rd.	124
Home Depot	122
McCall, Raymer, Kadrack, Cobb & Nichols	120
Kroger	110
Pathfire Inc.	110
Kohl's Department Store -Holcomb Bridge	105
Regal Nissan	101
Holiday Inn-Roswell/Dunwoody	100
Fellowship Christian School	100
Blessed Trinity Catholic School	100
Saint Francis Day School	97
U.S. Security Systems	90
Kroger – East Crossville	90
Value City	80

Source: City of Rowell, updated July 2004

### **Business Parks and Office Spaces**

Several service industries are witnessing substantial growth in the City. The City's large office parks are limited to Northmeadow Business Park, Kimberly Clark and Holcomb Woods Business Park.

Roswell's Parkway Village District was intended to attract mixed-use villages and corporate and research campuses. The office development that has occurred in this corridor has been primarily small-scale office condominiums with big box and supporting retail commercial the prevalent use. The trend toward the smaller office condominium construction supports the above findings that smaller office facilities appear to be more in demand in the City at this time than large industrial/flex space facilities.

There are a total of 68 structures, comprising 2,765,880 square feet of industrial/flex space in the City as of November, 2004. Of that, approximately 25 percent is vacant and available for lease. There is also 594,702 square feet of office space (facilities of 5,500 square feet or smaller) housed in 148 buildings in the City as of November, 2004. Of this, only 13% is vacant, indicating a potentially greater need for office space catering to smaller establishments.

Given the City's future land use plan and zoning map, many undeveloped parcels may be used for office-professional employment during the next 20 years. One of the City's economic development goals is to increase office development throughout the City in appropriate areas in order to lessen the City's reliance on the retail sector as a source of employment and bring diversity to the tax base. It is estimated that current zoning would permit an additional 3 to 4 million square feet of office space to be constructed. In addition, some of the City's commercial space could be redeveloped into office space.

The Economic Development Division will promote office development by packaging information about potential office sites, and marketing this information to developers, chamber, county, state and other economic development officials. In addition, the Economic Development Division will maintain a database of information about existing office space within the City and make this information available to prospective office tenants and property owners. The City will participate in joint marketing efforts with the Greater North Fulton Chamber of Commerce, the Metro Atlanta Chamber of Commerce and Fulton County economic development officials to bring skilled-labor employers to the area. Hence, miscellaneous service industries occupying office spaces will increase in significance during the planning horizon.

### **Retail Trade**

Recent growth in retail has occurred including big box retailers such as Home Depot, Super Target, and two Kohl's Department stores, as well as support commercial, supermarkets and restaurants. Many of these have been built in recent years west of Crabapple Road along Highway 92 in the city limits. As well, other big box retailers have moved into either new or redeveloped structures as previous tenants move to new accommodations or are closed, such as the re-use of the Target store in the Roswell Town Center by Value City following the opening of a new Super Target on Highway 92, and the replacement of the K-Mart in that same center with a Hobby Lobby and Shoe Gallery. Several uses have located in the vacated Wal-Mart space in the Roswell Crossing Shopping Center on Holcomb Bridge Road following the construction of a new Wal-Mart on Mansell Road. It has been planned that the Home Depot in the Kings Market Shopping Center will be relocated to this facility in the Roswell Crossing Shopping Center, and the vacated space in the Kings Market will be modified for another use in the future.

Roswell's Parkway Village District was intended to provide an agrarian type design featuring white picket fencing, gabled roof lines and 18th and 19th century architecture. The goal was to attract mixed-use villages and corporate and research campuses. The Parkway Village District has in fact attracted a great deal of retail development, predominantly big boxes and strip retail, but these have been tastefully developed using the Parkway Village District Guidelines, which have been formally incorporated into the Zoning Ordinance. The office development that has occurred in this corridor has been primarily small-scale office condominiums.

Roswell's Historic District was the first geographic district established within the City, and encompasses 640 acres, of which approximately one-third lies within a National Register Historic District. There are strict architectural guidelines, which are administered by staff and the City's Historic Preservation Commission. In addition, the zoning for the district is distinct from the rest of the City in that it permits a multitude of uses ranging from residential to retail and office on the same parcel. It was envisioned that economic development efforts in the Historic District would encourage hospitality and retail development south of the Square. In reality, while there has been a great deal of development south of the Square, it has been predominantly residential. The Canton Street area, in the north end of the district, has seen new retail and hospitality development, and there has been office development occurring throughout the Historic District.

As of May 2005, there were 94 retail/commercial buildings in the City comprising 5,232,626 square feet of space. Of this, approximately 619,228 square feet or 12% is vacant. Lease rates range from \$7.00 - \$30.00 per square foot, with the weighted average rate being \$14.36. Even though the vacancy rates may seem low, the health of the retail trade industry is usually gauged by market analysts in terms of the dollar rents per square foot for retail space and average sales

per square foot of retail space. Prior market studies have shown that some of Roswell's retail trade establishments are not producing at the optimal or average sales per square foot or the rents per square foot.

The City of Roswell has 60 square feet of retail space per-capita based on studies by City of Roswell Community Development staff based on *Dorey's First CLS Database for the City of Roswell, Georgia*, far exceeding the national average of 20 square feet of retail space per capita per *National Research Bureau Shopping Center Database and Statistical Model*, copyright 2002, *Trade Dimensions International*.

### **Services**

With the success of the North Fulton Regional Hospital and medical office development around the hospital, the health services industry is one of the most significant special economic sectors of the City's economic base. Hospitality and related services thrive on a location within or close to the City's Historic District which benefits from tourist-related activity.

### **Finance, Insurance, and Real Estate**

The finance, insurance, and real estate industries are also a significant contributor to Roswell's economic base.

### **Home Businesses**

Roswell has a substantial percentage of home businesses which collectively constitute a unique economic sector of the community. Of the business licenses issued by the City in 2004, approximately 441 were for home occupations.

## **EMPLOYMENT PROJECTIONS**

The only available source of employment projections is Woods & Poole Economics, Inc. The Georgia Department of Community Affairs' "PlanBuilder" has projections for Fulton County through the year 2025. Those projections were consulted in preparing the employment projections for the City.

No projections of employment are available for the City of Roswell except for the 2020 Comprehensive Plan, which are included in Table 3.31 as the best available projections. The projections were modified and extended to 2025 as part of the Comprehensive Plan update. Those City employment projections were based on trends and localized knowledge of land use availability for different types of employment uses in the City. Specifically, a demand and capacity analysis investigated nonresidential development capacity and estimated that there will be over 16,000 new people employed in Roswell's businesses, shops, industrial companies and government by 2020. Using average square-feet-per-employee factors, the demand and capacity analysis also estimated that the Roswell Study Area (slightly larger than the city limits but mostly residential outside city limits) has the capacity to accommodate an additional 23,500 employees (11,000 in office environments).

**Table 3.31**  
**City-Prepared Employment Projections, 2005-2025**  
**City of Roswell**

<b>Industry</b>	<b>2005</b>	<b>%</b>	<b>2010</b>	<b>%</b>	<b>2015</b>	<b>%</b>	<b>2020</b>	<b>%</b>	<b>2025</b>	<b>%</b>
Manufacturing	906	2.3	1,001	2.3	1,071	2.3	1,105	2.3	1,000	1.9
Construction and Transportation/ Public Utilities	3,389	8.6	3,785	8.7	4,098	8.8	4,306	8.8	5,000	9.4
Wholesale Trade	4,138	10.5	4,699	10.8	5,169	11.1	5,540	11.3	6,000	11.3
Retail Trade	8,564	21.7	9,355	21.5	10,224	22.0	11,042	22.5	12,000	22.6
Finance, Insurance, Real Estate	3,231	8.2	3,611	8.3	3,912	8.4	4,175	8.5	4,500	8.5
Services	15,712	39.9	17,185	39.5	17,905	38.4	18,448	37.6	20,000	37.8
Government	3,468	8.8	3,872	8.9	4,191	9.0	4,463	9.0	4,500	8.5
<b>Total Employment</b>	<b>39,408</b>	<b>100</b>	<b>43,508</b>	<b>100</b>	<b>46,570</b>	<b>100</b>	<b>49,079</b>	<b>100</b>	<b>53,000</b>	<b>100</b>

Source: Roswell Comprehensive Plan 2020 for years 2005 through 2020. 2025 figures extrapolated by 2005-2020 figures by Jerry Weitz & Associates, Inc.

These projections indicate that Roswell's employment will increase from 39,408 in the year 2005 to approximately 53,000 in the year 2025. The industries with the largest growth are expected to be services (an increase of approximately 4,300) and retail trade (an increase of almost 3,500). Other sectors will witness modest growth except for manufacturing, which will decline slightly during the twenty-year planning horizon.

In comparing Roswell's projected employment mix with that of the county and state through 2025 (percentages available from Woods & Poole Economics Inc. on PlanBuilder), the following conclusions are evident. Roswell has virtually no agricultural or mining employment. Construction employment in Roswell is greater than that of Fulton County overall and slightly less than the state as of 2000 and will remain so throughout the planning horizon (to the year 2030). The City is much more reliant on retail trade employment than either the county or the state (13.1 and 16.8 percent respectively), and will continue to remain so.

Services employment will increase substantially in Roswell and maintain the lion's share of total City employment by 2025. Government may decrease as a percentage of total jobs in the City by 2025. The percentage of total employment in government employment by 2025 in Roswell will remain lower than both the county and the state.

### **INDUSTRY OUTLOOK IN FULTON COUNTY**

The Georgia Department of Labor provides forecasts of employment by industry and indicators of change from 2000 to 2010 in Fulton County. Although Fulton County has lost employment in recent years, according to County Business Patterns, the ten-year (2000-2010) outlook for employment is mostly positive.

According to the Georgia Department of Labor, Fulton County's employment will increase by 155,093 from the base year 2000 figure of 839,016 to 994,109 in forecast year 2010. This is an annual growth rate of 1.71 percent in total employment.

The forecasts are provided for specific industry sectors (Standard Industrial Classification) codes. These forecasts are useful in terms of determining industry sectors that are anticipated to increase and decline in Fulton County.

### **Growing Industries**

Some of the industries with substantial employment that are expected to witness the fastest annual growth in Fulton County from 2000 to 2010 include the following: engineering and management services (6.29% annual growth from 2000 to 2010); lumber and wood products (5.97%); amusement and recreation services (4.13%); insurance agents, brokers, and services (3.92%); local government except education and hospitals (3.88%); air transportation (3.32%); state government except education and hospitals (3.0%), furniture and home furnishings stores (2.95%); and health services (2.86%) (Georgia Department of Labor, Quickstats, Growing Industries in Fulton County, [www.quickstats.dol.State.ga.us/demand/Industry/indprj06.htm](http://www.quickstats.dol.State.ga.us/demand/Industry/indprj06.htm)).

### **Declining Industries**

Some of the industries with substantial employment that are expected to witness the fastest annual declines in Fulton County from 2000 to 2010 include the following: stone, clay, and glass manufacturing (-5.94% annual decline from 2000 to 2010); primary metal industries (-4.26%); transportation equipment manufacturing (-3.54%); miscellaneous manufacturing industries (-3.73%); and private household services (-2.75%) (Georgia Department of Labor, Quickstats, Growing Industries in Fulton County, [www.quickstats.dol.State.ga.us/demand/Industry/indprj06.htm](http://www.quickstats.dol.State.ga.us/demand/Industry/indprj06.htm)).

### **AVERAGE WAGES**

Wage level data are routinely reported by the Georgia Department of Labor for counties, but data are unavailable for cities. Table 3.32 provides historic wage figures by industry for Fulton County in comparison to those of the State of Georgia. These data indicate that the transportation and public utilities; finance, insurance and real estate; and wholesale trade industries included the highest paying jobs (average wages) in the county and state. Without exception, Fulton County's working residents earned wages significantly more than average wages in the state between 1997 and 1999. This was especially true for the finance, insurance and real estate and manufacturing industries; Fulton County residents working in these industries brought home at least \$200 more weekly than state averages during the 1997-1999 time period. Average annual income for Fulton County in 1999 was \$49,415. By 2001, it had risen to \$54,926. It is anticipated that wages in the City of Roswell may exceed those of the county in general, given the overall higher income and education levels.



**Table 3.32**  
**Weekly Wages by Industry, 1997-1999**  
**Fulton County and State**  
**(Weekly Wages in Dollars)**

<b>Industry</b>	<b>Fulton County 1997</b>	<b>State 1997</b>	<b>Fulton County 1998</b>	<b>State 1998</b>	<b>Fulton County 1999</b>	<b>State 1999</b>
Agriculture, forestry, and fishing	426	347	453	373	505	390
Mining	684	781	941	832	910	866
Construction	685	556	741	590	792	623
Manufacturing	865	620	963	656	1,006	684
Transportation and Public Utilities	946	805	1,009	842	1,111	895
Wholesale Trade	948	809	1,030	873	1,141	932
Retail Trade	344	299	367	318	382	335
Finance, insurance, and real estate	1,041	799	1,137	872	1,185	900
Services	681	551	732	580	784	611
Public Administration	626	596	659	619	694	637
Total All Industries	727	562	783	598	834	629

Source: Georgia Department of Community Affairs, Dataviews: [www.georgiaplanning.com](http://www.georgiaplanning.com).

The Georgia Department of Industry, Trade & Tourism provides manufacturing wage information by industry for the metro-Atlanta area and Fulton County. The numbers are broken down into goods producing and service producing. Within Fulton County, the average goods producing job receives a weekly wage of \$1,021, with a low of \$473 per week for textile production industries to a high of \$2,218 for electrical equipment/appliances production. The average service production job earns \$946 per week, with a low of \$519 in the retail trades to a high of \$1,653 in the utilities industries. In comparison, wages in the metropolitan region are lower than Fulton County. The goods producing industry weekly wage average is \$856, with lower weekly wages in all goods producing industries with the exception of textile product manufacturing. The weekly wage in the overall service producing industries is also higher in every industry in Fulton County as compared to the overall metropolitan area.

**Table 3.33**  
**Average Weekly Wage by Industry, 2002**  
**Fulton County and Metro-Atlanta Area**

<b>Industry</b>	<b>Fulton County Weekly Wage</b>	<b>Metro-Atlanta Area Weekly Wage</b>
Goods Producing (Industry Average)	\$1,021	\$856
Mining	\$968	\$943
Construction	\$909	\$801
Manufacturing	\$1,096	\$903
Food Manufacturing	\$1,500	\$979
Textile Products	\$473	\$555
Apparel Manufacturing	\$999	\$679
Petroleum and Coal	\$1,010	\$874
Electrical Appliance	\$2,218	\$1,257
Computer Manufacturing	\$1,214	\$1,201
Plastics and Rubber Products	\$809	\$689
Service Producing (Industry Average)	\$946	\$817
Wholesale Trade	\$1,226	\$1,121
Retail Trade	\$519	\$489
Transportation and Warehousing	\$1,009	\$960
Utilities	\$1,653	\$1,543
Information	\$1,304	\$1,216
Finance and Insurance	\$1,487	\$1,251
Real Estate	\$869	\$798
Professional, Scientific/Tech	\$1,358	\$1,213
Management Companies	\$1,352	\$1,263
Administrative/Waste Services	\$574	\$546
Educational Services	\$660	\$612
Health Care/Social Services	\$837	\$755
Arts and Entertainment	\$881	\$708
Accommodation and Food Services	\$375	\$304
Government	\$833	\$758
All Industries	\$937	\$814

Source: U.S. Bureau of Economic Analysis, Regional Economic Information System. Table CA34. December 2003.  
[www.bea.gov/bea/regional/reis/](http://www.bea.gov/bea/regional/reis/)

Wages paid in Fulton County were well above the state average, as indicated in Table 3.34, as well as above the wages paid in the MSA as a whole and in neighboring Cobb and Gwinnett counties. In fact, Fulton County wages were the highest in the region, with wages in the North Fulton County area presumably even higher than the county as a whole.

**Table 3.34**  
**Average Annual Wage per Job, 2002**  
**Selected Jurisdictions**

<b>Jurisdiction</b>	<b>Average Wage Per Job (Dollars)</b>
Cherokee County	\$28,432
Cobb County	\$40,493
DeKalb County	\$39,563
Douglas County	\$27,466
Forsyth County	\$35,605
Fulton County	\$48,370
Gwinnett County	\$39,272
Atlanta Metropolitan Statistical Area (MSA)	\$40,574
State of Georgia	\$35,200

Source: U.S. Bureau of Economic Analysis, Regional Economic Information System. Table CA34. December 2003.  
www.bea.gov/bea/regional/reis/

### **PAYROLL PROJECTIONS**

Minimum planning standards require a projection of earnings (e.g., payroll by industry) and a comparison with the state's projected earnings by industry. Projections of earnings are not available at the city level. There is a positive relationship between employment growth and earnings (payroll) for all industries: As employment increases, total earnings (payroll) increase. Not all industries (e.g., retail trade) will increase payroll proportionally to increases in employment, however.

**Table 3.35**  
**Projections of Payroll by Industry, 2000-2025**  
**Fulton County**  
**(in \$1,000s)**

<b>Industry</b>	<b>2000</b>	<b>2005</b>	<b>2010</b>	<b>2015</b>	<b>2020</b>	<b>2025</b>
Agricultural Services	\$98,450	\$106,909	\$117,298	\$128,881	\$141,457	\$155,047
Mining	\$10,713	\$11,290	\$11,766	\$12,236	\$12,723	\$13,234
Construction	\$1,313,410	\$1,371,560	\$1,429,460	\$1,489,420	\$1,552,330	\$1,618,890
Manufacturing	\$3,326,220	\$3,573,820	\$3,826,990	\$4,077,740	\$4,328,180	\$4,581,230
Transportation & public utilities	\$6,300,440	\$6,491,050	\$6,897,180	\$7,254,360	\$7,666,620	\$8,146,150
Wholesale trade	\$3,854,880	\$4,047,290	\$4,219,150	\$4,415,850	\$4,653,850	\$4,950,060
Retail trade	\$2,428,200	\$2,716,440	\$2,953,880	\$3,177,150	\$3,413,360	\$3,682,230
F.I.R.E.	\$5,271,760	\$5,705,500	\$6,159,000	\$6,653,480	\$7,197,010	\$7,802,570
Services etc.	\$14,574,200	\$16,047,100	\$17,902,100	\$20,175,400	\$22,929,700	\$26,262,000
State and Local Government	\$3,166,960	\$3,671,030	\$4,128,920	\$4,586,180	\$5,066,210	\$5,586,570
Other*	\$1,168,4516	\$1,653096	\$1,641,451	1,651,391	\$1,682,958	\$1,737,105
<b>TOTAL</b>	<b>\$42,029,700</b>	<b>\$45,495,100</b>	<b>\$49,287,200</b>	<b>\$53,622,100</b>	<b>\$58,644,300</b>	<b>\$54,535,000</b>

\* Includes the categories of farming, federal civilian government, and federal military government  
Source: Georgia Department of Community Affairs, Dataviews. Projections by Woods and Poole

**Table 3.36**  
**Projections of Payroll by Industry, 2000-2025**  
**State of Georgia**  
**(in \$1,000s)**

<b>Industry</b>	<b>2000</b>	<b>2005</b>	<b>2010</b>	<b>2015</b>	<b>2020</b>	<b>2025</b>
Agricultural Services	\$943,559,000	\$1,086,060	\$1,239,330	\$1,400,730	\$1,566,550	\$1,733,020
Mining	\$438,244,000	\$445,441,000	\$456,347,000	\$471,301,000	\$489,686,000	\$510,946,000
Construction	\$9,630,130	\$10,606,800	\$11,506,800	\$12,401,400	\$13,309,000	\$14,242,900
Manufacturing	\$23,849,500	\$26,143,500	\$28,510,600	\$30,854,700	\$33,129,100	\$35,298,600
Transportation & public utilities	\$15,867,700	\$18,059,600	\$20,304,900	\$22,610,400	\$24,909,000	\$27,140,000
Wholesale trade	\$13,549,200	\$15,124,900	\$16,662,400	\$18,269,600	\$19,955,500	\$21,729,700
Retail trade	\$14,426,000	\$16,215,300	\$18,126,500	\$20,144,900	\$22,276,700	\$24,530,800
F.I.R.E.	\$12,153,700	\$13,862,800	\$15,688,500	\$17,666,000	\$19,784,200	\$22,033,100
Services etc.	\$42,959,700	\$50,244,000	\$58,890,800	\$69,107,300	\$81,084,500	\$95,046,200
State and Local Government	\$16,338,300	\$18,271,300	\$20,196,700	\$22,200,700	\$24,272,200	\$26,403,700
Other	\$10,306,370	\$10,806,110	\$11,334,760	\$11,892,260	\$12,476,670	\$13,088,210
<b>TOTAL</b>	<b>\$160,462,000</b>	<b>\$180,866,000</b>	<b>\$202,919,000</b>	<b>\$227,019,000</b>	<b>\$253,253,000</b>	<b>\$281,758,000</b>

\* Includes the categories of farming, federal civilian government, and federal military government  
Source: Georgia Department of Community Affairs, Dataviews. Projections by Woods and Poole

## **SOURCES OF INCOME**

Table 3.37 shows sources of income in 1989 for households in the City of Roswell. Columns containing percentages allow for a comparison with households in Georgia by types of income. As Table 3.37 indicates, Roswell's percentages of households with earnings, and specifically, wage or salary income, and self employment income, were higher than the state in 1989.

**Table 3.37**  
**Sources of Household Income, 1989**  
**City of Roswell and State of Georgia**

<b>Source of Household Income in 1989</b>	<b>Number of Households, City of Roswell</b>	<b>Percentage of Total Households, City of Roswell</b>	<b>Percentage of Total Households, Georgia</b>
With earnings	16,721	92.4%	83.1%
With wage or salary income	16,197	89.5%	80.6%
With self-employment income	2,861	15.8%	12.6%
Interest, dividends, or net rental income	9,363	51.7%	31.5%
Social security income	2,250	12.4%	22.9%
Public assistance income	325	1.8%	8.2%
Retirement income	1,757	9.7%	12.9%
Total households	18,101	--	--

Source: U.S. Census Bureau, 1990 Census Lookup; 2000 Census. Summary File 3, Tables P58, P59, P60, P61, P62, P63, P64, and P65.

The 2000 Census provides data on the sources of income for the City's households. Those sources are summarized in Table 3.38. As of 1999, Roswell's households were, in comparison with the state's households, substantially less reliant on social security and Supplemental Security Income (SSI) as an income source, and much more reliant on wages, self employment income, and interest, dividends and rental income. Although the population is aging, it appears as if retirement and social security incomes are supplemented by other sources of income. A larger percentage of households in Roswell had wage or salary income, self-employment income, and interest, dividends, or net rental income in 1999, as indicated in Table 3.38.

**Table 3.38**  
**Sources of Household Income, 1999**  
**City of Roswell and State of Georgia**

<b>Source of Household Income in 1999</b>	<b>Number of Households, City of Roswell</b>	<b>Percentage of Total Households, City of Roswell</b>	<b>Percentage of Total Households, Georgia</b>
With earnings	27,881	91.9%	83.8%
With wage or salary income	27,183	89.6%	81.3%
With self-employment income	3,945	13.0%	10.9%
Interest, dividends, or net rental income	14,070	46.4%	29.5%
Social security income	4,156	13.7%	21.9%
Supplemental Security Income (SSI)	354	1.1%	4.5%
Public assistance income	257	1.4%	2.9%
Retirement income	3,402	11.2%	14.4%
Total households	30,326	--	--

Source: U.S. Census Bureau, 2000 Census. Summary File 3, Tables P58, P59, P60, P61, P62, P63, P64, and P65.

In 1999, Fulton County's median household income was \$43,793, as compared to Cobb County at \$62,020 and Dekalb County at \$50,258. Fayette County ranked first among counties in the state, with a median household income of \$71,227. Hence, Fulton County's median household income is comparable to the state's median of \$42,433. However, the median income in the City of Roswell, as of the 2000 Census, was \$71,726, well above the county and state average. These figures indicate the presence of notable disposable income, which brings economic growth. It is not surprising that Roswell's mean incomes by type of income are higher than the state as a whole, because metropolitan counties, and the cities within, tend to have higher means than the state as a whole.

Fulton County had a "median household effective buying income" of \$47,478 in 2002, which compares favorably to the state's corresponding figure of \$35,713. "Effective buying income" is defined as money income less personal tax payment. This is a number also referred to as "disposable" or "after-tax" income (Boatright and Bachtel 2002, p. 176). Table 3.39 compares mean incomes of Fulton County and Georgia by type of household income.

**Table 3.39**  
**Mean Income by Households by Type of Income, 1999**  
**Fulton County and Georgia**

<b>Type of Income- Households With:</b>	<b>Fulton County Mean Income</b>	<b>Georgia Mean Income</b>
Wage Earnings	\$71,386	\$56,625
Social Security Income	\$10,284	\$10,445
Supplemental Security Income	\$6,131	\$5,889
Public Assistance Income	\$2,570	\$2,261
Retirement Income	\$20,553	\$17,957

Source: U.S. Census Bureau, 2000 Census. Summary File 3, Tables P58, P59, P60, P61, P62, P63, P64, and P65.

## **ECONOMIC DEVELOPMENT RESOURCES**

### **Roswell Economic Development Division**

The City's Economic Development Division consists of a manager and an administrative assistant. The primary economic development functions of the Economic Development Division are to promote redevelopment in appropriate areas, assist new businesses seeking to establish a presence in Roswell, and to ensure that existing businesses remain and thrive in the City. The Economic Development staff accomplish this by maintaining data on the City, developing promotional materials, responding to requests for information, and assisting businesses with questions about the development process.

In addition to the specific action items mentioned in the above section, the Economic Development Division fulfills routine functions on a daily basis related to the recruitment and retention of new business. The Division meets with prospective businesses and provides tours of the City. It utilizes a commercial database to provide information about available space throughout the City. It assists existing businesses to obtain the information they need about the City and also serves as a point of referral to other local, state and federal agencies and other entities providing assistance to businesses. The Division actively participates in local economic organizations and routinely serves as a promotional entity for the City at local business functions. The Division also serves as liaison for those seeking to develop property within the City.

### **Greater North Fulton Chamber of Commerce**

The primary institutional resource in the City for economic development is the Greater North Fulton Chamber of Commerce. The Chamber works toward improving the business climate of the area and provides a broad range of services and programs.

The Greater North Fulton Chamber of Commerce aggressively promotes both existing business and new business development. It plays a strong leadership role in identifying and resolving economic development issues of concern to the entire North Fulton community. Roswell is an active participant in many of the Chamber's committees, including the Quality Growth 2020 committee, the education committee and the legislative affairs committee.

The Chamber is a designated agency for the state's Red Carpet Tour, which brings major national and international companies interested in the Atlanta area to North Fulton. It also serves as a coordinator for recruitment efforts involving specific industries such as bio-medical engineering. The City works closely with the Chamber to make economic development information about the City available to prospective businesses.

The Chamber has taken the lead in establishing an Environmental Services Committee to hire a consultant to advise Fulton County officials on measures to increase sewer capacity. It is expected to continue to play a critical role in advocating for solutions to infrastructure problems and in involving the business community in measures designed to ensure compliance with the Clean Air and Clean Water Acts.

The Chamber is also a key resource for small businesses in the area, with its many networking functions and advisory linkages. The Chamber plays a liaison role with the Small Business Development Center at Georgia State University, and also brings in advisors from such organizations as Service Corps of Retired Executives (SCORE).

### **Fulton County Economic Development**

Fulton County Economic Development personnel work with the City to promote development in the City, often serving as an initial point of contact for companies interested in locating land or office space. City staff coordinates with Fulton County personnel on requests for small business financing assistance. Programs offered include the Business Improvement Loan program, which uses Community Development Block Grant funds to create jobs for low to moderate income individuals through small business development, and the Fulton County Revolving Loan Fund, which is funded by the U.S. Department of Commerce's Economic Development Administration, with similar goals. Fulton County also has an active Development Authority that issues inducement letters for revenue bond financing throughout the county, including locations in Roswell.

### **Historic Roswell Convention and Visitors Bureau**

The City's Convention and Visitors Bureau (CVB) is an important economic development resource. Funded primarily through City funds and hotel/motel sales tax proceeds, but also supplemented by membership dues, the CVB has two full-time staff (an executive director and a visitor's center supervisor), two part-time staff and numerous volunteers. The Historic and Cultural Affairs Manager serves as an ex officio member of the Board of the CVB. The CVB maintains the Roswell Visitor's Center, located on the Historic Roswell Square, and publishes a wide variety of promotional material including a quarterly newsletter, an annual glossy brochure/directory, and seasonal calendars of events. The CVB coordinates with tour operators and local media to promote the entire city as a destination for tourism, commerce and entertainment. The CVB also initiates cooperative advertising with local merchants.

### **Community Improvement Districts**

The Georgia Constitution provides for a special kind of tax district called a Community Improvement District (CID). The purposes of CIDs are limited to the provision of governmental services and facilities. Such services include streets, parks, sanitary sewers, storm water facilities, water storage, treatment and distribution, public transportation, parking, and dock facilities (99-9-7.2). An administrative body must be designated, which could be the Local Governing Body (i.e., the Mayor and City Council) or another administrative body. A CID is

principally a taxing district established for the purposes of providing governmental services and facilities which are paid for by taxes from real property within the CID.

A group of property owners involving major commercial developments from Mansell Road to Windward Parkway have completed the process of establishing a CID aimed at promoting infrastructure improvements in North Fulton. Only a small portion, involving around 50 parcels or about five percent of the property, is in Roswell.

### **Tax Increment Financing**

A Tax Allocation District is established to enhance the value of a substantial portion of real property in the district. (For a simplified overview of tax allocation districts, see summary in the box below). It is the unit of geography for tax increment financing. Within a Tax Allocation District, the redevelopment agency would make improvements or construct redevelopment projects that would create a positive climate for additional development. As development occurs and property values rise, the additional increment of property taxes is used to finance the improvements or redevelopment projects that were installed or constructed for purposes of enhancing property value in the Tax Allocation District.

#### **HOW TAX INCREMENT FINANCING (A TAX ALLOCATION DISTRICT) WORKS UNDER GEORGIA LAW**

- The local government designates a redevelopment agency and prepares a redevelopment plan. That plan designates a Redevelopment Area and indicates the improvements and redevelopment projects needed to revitalize the Redevelopment Area.
- A Tax Allocation District is defined and named. It may be all or only a part of the Redevelopment Area.
- At the appropriate time, the Local Governing Body holds a special election to get voter approval to establish the Tax Allocation District.
- The Tax Increment Base for real property within the Tax Allocation District is determined and, in essence, “frozen.”
- The redevelopment agency installs improvements or constructs redevelopment projects that will revitalize the area. It finances the improvements or projects by issuing Tax Allocation Bonds. The agency pledges Positive Tax Increments to pay for the long-term bonds.
- If the redevelopment plan works as intended, new projects will locate in the Tax Allocation District and will gradually produce Positive Tax Increments. The Positive Tax Increments are placed in a special Tax Allocation Fund and used to retire the debt (Tax Allocation Bonds).
- When Positive Tax Increments aggregate to the point that all debt is retired, the Tax Allocation District is terminated and all property taxes thereafter are returned to the taxing district (local government) as they would have without establishing the Tax Allocation District.



Once a Tax Allocation District is created and given a formal name, the redevelopment agency must apply in writing to the state revenue commissioner for a determination of the Tax Allocation Increment Base of the Tax Allocation District (O.C.G.A. 36-44-10). The tax increment base is in essence frozen and cannot be increased until the Tax Allocation District is terminated (O.C.G.A. 36-44-15). Positive Tax Allocation Increments of a Tax Allocation District are allocated to the political subdivision which created the district (O.C.G.A. 36-44-11) and placed into a special fund for the Tax Allocation District (O.C.G.A. 36-44-12).

The money in the special fund can only be used to pay redevelopment costs of the district or to satisfy claims of holders of Tax Allocation Bonds issued for the district. All or part of the funds are irrevocably pledged to the payment of the Tax Allocation Bonds. If there is any money remaining after meeting these pledges, it is divided proportionally among the taxing jurisdictions that contributed to the fund. Tax Allocation Districts have no sunset provision, and they are not ended until the Governing Body by resolution terminates them. No district can be terminated until all redevelopment costs have been paid (O.C.G.A. 36-44-12). Property within a Tax Allocation District cannot exceed ten percent (10%) of total current taxable value of all taxable property within a political subdivision (O.C.G.A. 36-44-17).

### **Georgia Center for Advanced Telecommunications Technology (GCATT)**

GCATT is an initiative of real virtual clusters of excellence in advanced telecommunications. GCATT supports development of the latest technologies and applications in communications, computing and content processing. Formed in 1991, GCATT is a program of the Georgia Research Alliance, a public/private partnership fostering technology-based economic development across the state. Although GCATT is based at Georgia Tech, it supports research programs in advanced telecommunications at the Georgia Research Alliance's six research universities.

The GCATT partnership of industry, government and universities works together in a three-pronged strategy of Technology, Policy and Commercialization for high-tech economic development in Georgia. There are approximately 20 different research centers that fall under the GCATT umbrella. The research programs of the centers are funded by the industry and government through grants, industry consortia and directed research projects. GCATT staff provides support by promoting collaboration across the various research centers, leveraging the knowledge and resources that already exist.

### **Yamacraw**

Yamacraw is an economic development initiative to make Georgia a world leader in the design of broadband communications systems, devices and chips—thus creating in Georgia both high-paying design jobs and support and supply-chain jobs. Yamacraw research is grouped in three targeted areas of broadband technology: Embedded Software, Broadband Access Devices and System Prototyping. At its core, Yamacraw is made up of 200-300 world-class researchers who take the best of technologies one step further by integrating them to patent a new generation of compatible infrastructure products.

### **Georgia Power Company, Economic Development Division**

Georgia Power is the oldest economic developer in Georgia, and has an Economic Development Division whose primary role is to attract businesses to the state. The Economic Development Division of Georgia Power has two sections, a domestic section and an

international section. Each section is responsible for marketing Georgia as a positive place to do business. There are 130 local offices statewide with a primary concern of job development. Although Georgia Power has offices throughout the state, it does not provide any specialized programs for any particular city or county. Georgia Power's primary local contact for economic development issues are generally with the chamber's of commerce. Alternative points of contact are with the various levels of government in Georgia Power's service area. Georgia Power has in the past formed different alliances with other organizations and agencies for the purpose of attracting businesses to an area.

### **Georgia Department of Economic Development**

The Georgia Department of Economic Development (GDEcD) is a state funded agency mandated to serve as an agent for all the cities and counties in the State of Georgia. GDEcD's primary purpose is to assist potential businesses considering locating in the State of Georgia in identifying an optimal location for their operational needs. GDEcD also assists the movie industry in locating appropriate movie sets throughout the State of Georgia. The identification of international markets for the export of Georgia goods and services is another duty of GDEcD.

Because GDEcD is a statewide agency, there are no specific programs or projects tailored to the needs of Roswell. In the event that a potential business client is interested in the Roswell area, GDEcD policy is to work with both the chamber of commerce and the local governmental entity. GDEcD has a working relationship with the utility companies, rail systems, banks, universities, and other agencies with resources to facilitate economic development. GDEcD maintains a substantial computer based inventory of commercial and industrial sites throughout Georgia.

### **Oglethorpe Power**

Oglethorpe Power maintains a robust economic development program that works in concert with the local communities, the Georgia Department of Economic Development and other statewide economic development programs to bring industry into Georgia. Over the past 20 years, these efforts have resulted in numerous commercial and industrial firms locating or expanding in the state. Oglethorpe Power is a founding member of the Georgia Allies, a public-private economic development partnership of ten private companies with statewide economic development interests and the Georgia Department of Economic Development. The Georgia Center for Site Selection was established to help businesses, both large and small, establish or expand operations in Georgia. Information on how to find the most appropriate community in Georgia, and information regarding available industrial buildings and sites to statistical information on communities across Georgia is provided free of charge.

### **Georgia Tech Economic Development Institute**

The Georgia Institute of Technology has an Economic Development Institute that can assist with overall economic development efforts of the City.

### **Georgia Business Expansion Support Act**

In 1994, the state passed legislation for tax credits against state income taxes to encourage economic development in Georgia. Some of the programs are targeted to specific industry groups, including manufacturing, warehousing and distribution, processing, telecommunications, tourism, or research and development, but does not include retail business.

Job tax credits and investment tax credits are available to the targeted industry groups at different levels, depending on the relative need of the area for economic development. Some credits are available to specific industry groups, while others apply to all employers. Overall, Fulton County and its cities are categorized as “Tier 3” communities within the plan and qualifying companies are eligible for associated credits. The following is a summary of the various provisions of the Act as they relate to North Fulton County:

**Job Tax Credit.** Applies to business or headquarters of a business engaged in manufacturing, warehousing and distribution, processing, tourism, and research and development industries. It does not include retail businesses. In Roswell, companies creating 15 or more new jobs may receive a \$1,750 tax credit. Wages for the new jobs must be at least ten percent (10%) above the average wage of the county

**Investment Tax Credit.** Allows a corporation or person, which has operated an existing manufacturing or telecommunications support facility in the state for the previous three years to obtain a credit against income tax liability. Such companies expanding in Fulton County that invest a minimum of \$50,000 qualify for a 1% credit. That credit increases to 3% for recycling, pollution control and defense conversion activities. Taxpayers qualifying for the investment tax credit may choose an optional investment tax credit with the following threshold criteria. In Tier 3 an optional investment tax credit is available, whereby a minimum investment of \$20 million would qualify for a 6% tax credit. A taxpayer must choose either the regular or optional investment tax credit. Once this election is made, it is irrevocable.

**Retraining Tax Credit.** Any employer in Fulton County that provides retraining for employees to use new equipment, new technology, or new operating systems is eligible for a tax credit worth up to 50% of the direct cost of retraining full-time employees up to \$500 per employee per approved retraining program per year.

**Child Care Credit.** Any employer in Fulton County that provides or sponsors childcare for employees is eligible for a tax credit of up to 75% of the direct cost of operation to the employer. In addition, employers who purchase qualified childcare property will receive a credit totaling one hundred percent of the cost of such property. The credit is claimed at the rate of 10% per year for 10 years. These two childcare credits can be combined.

**Research and Development Tax Credit.** A tax credit is allowed for research expenses for research conducted within Georgia for any business or headquarters or any business engaged in manufacturing, warehousing and distribution, processing, telecommunications, tourism, or research and development industries. The credit is 10% of the additional research expense over the “base amount” provided that the business enterprise for the same taxable year claims and is allowed a research credit under Section 41 of the Internal Revenue Code of 1986.

**Small Business Growth Companies Tax Credit.** A tax credit is granted for any business or headquarters of any business engaged in manufacturing, warehousing and distribution, processing, telecommunications, tourism, or research and development industries having a state net taxable income which is 20% or more above that of the preceding year if its net taxable income in each of the two preceding years was also 20% more.

***Headquarters Tax Credit.*** Companies establishing their headquarters or relocating their headquarters within Roswell must pay at least 110% of the average wage of the county, invest a minimum of \$1 million dollars and create 50 new jobs to take a credit equal to \$2,500 annually per full-time job or \$5,000 if the average wage of the new full-time job is 200% above the average wage of the county.

***Sales Tax Exemptions.*** Several sales tax exemptions are available within the county, including: manufacturing machinery and computers; primary materials handling; and electricity.

### **Industrial Park Space**

There are a number of business and industrial parks in the City, although the majority are small and more office/small business oriented than industrial uses. The three largest industrial/flex space parks in the City include the Northmeadow Industrial Park, the Kimberly Clark business campus, and the Holcomb Woods Business Park, all on the east side of GA 400. As of November 2004, there was approximately 2,765,880 square feet of industrial/flex space in the City, of which 659,854 square feet, approximately 25 percent, ranging in lease cost from \$3.00 to \$17.50 per square foot, is vacant and available.

### **Infrastructure and Amenities**

The City of Roswell's location in the North Fulton County area, its high median income, its shopping, services and recreation amenities and proximity to the north Georgia mountains serves as an attractor to industry and economic development. The City is a reasonable distance from Hartsfield-Jackson International Airport. Fiber optics are available in the top business/industrial parks. The City is primarily built out and connections to backbone sewer and water are available for most properties, particularly those along the major thoroughfares. The lack of infrastructure and provision of public services (fire protection, police protection, waste disposal, etc.) is not considered an impediment to the construction or improvement of commercial, retail, office and industrial/flex facilities at this time.

### **Availability of Labor**

The Georgia Department of Labor, in its Area Labor Profiles, publishes the types of programs of recent graduates. Data for the Fulton County area include Atlanta Tech College (Fulton County), Gwinnett Tech College (Gwinnett County), and Lanier Tech (Hall County). Since the Area Labor Profile is periodically updated, the most recent information on technical institute graduates is not provided here.

## **EDUCATION AND TRAINING OPPORTUNITIES**

Roswell residents have access to a wide variety of education and training opportunities in and around the City. (Also see Community Facilities Element.)

### **Georgia Intellectual Capital Partnership Program (ICAPP)**

ICAPP is a job-based educational incentive provided to new and expanding companies by the Board of Regents. Through ICAPP, Georgia's university system can expedite the education of highly skilled workers to meet the client's need for a particular type of knowledge. The Georgia Department of Labor (DOL) offers assistance in the screening and recruitment of potential employees. In conjunction with ICAPP, the Department of Labor is available to coordinate

recruitment activities, providing an adequate pool of applicants for the selection process. Based on qualifications established by the company, the DOL uses a computerized system to review applicants and match their skills and competencies to specific jobs. These services are available for both start-up and on-going operations for companies at no cost.

### **QuickStart**

“QuickStart” is a program of the Georgia Department of Technical and Adult Education which trains employees at their own facilities. The program has been in operation for more than 25 years and is available to all new and expanding companies. The training is tailored to the needs of manufacturing and service sectors employers and is delivered through 33 technical institutions. QuickStart has assisted 2,800 companies since its inception in 1967.

### **Local School Facilities**

The school system in the City of Roswell is under the jurisdiction of the Fulton County School District. There are 8 elementary schools, 3 middle schools and 3 high schools in the City. The Fulton Science Academy Middle School, a charter school, is located in adjacent Alpharetta. There are also a number of colleges with technical and business programs, including but not limited to: Tech College (Atlanta campus -10 miles from Roswell); Tech College (Gwinnett location – 20 miles from Roswell); 2 year Atlanta Metropolitan College of Atlanta (10 miles from Roswell); Clark Atlanta University (10 miles from Roswell); DeVry (Alpharetta), Reinhardt College (Cherokee County), Brenau University (Hall County), and numerous other state and private colleges in Fulton County (Georgia Department of Labor).

### **Clayton College and State University’s Roswell Business and Professional Development Center**

The Roswell Center for Business and Professional Development is a collaborative effort between the City of Roswell and Clayton College and State University. Officially opened July 15, 1999, the Center is a 1300 square foot facility that includes a model classroom for computer and management training as well as office space for the center's professional staff who also manage the Fulton County Schools' Lifelong Learning programs. A variety of business and computer courses are offered at the Center, which also has the ability to tailor training to employers' needs and do on-site training at an employer's facility.

### **Reinhardt College North Fulton Center**

Reinhardt College was founded in 1883 in Waleska, Georgia. It is an independent, co-educational college and is affiliated with the United Methodist Church. Reinhardt began offering classes at its North Fulton Center in 1987 to meet the growing demand of students and employers in Roswell and Alpharetta. In 1994, The Southern Association of Colleges and Schools granted Reinhardt accreditation to award bachelor's degrees, thus expanding the number of degree programs that Reinhardt could offer. The following degrees can all be completed at Reinhardt's North Fulton Center: BS in Business Administration, BA in Liberal Arts, BA in Communication, Associate in Liberal Arts, Associate in Science Pre-Education, Associate in Science Criminal Justice, and Bachelor of Science Education. Students may also take classes without enrolling in a degree program. Classes are offered from early morning through evenings.

### **DeVry Institute of Technology**

The DeVry campus in Alpharetta opened in 1997, in a 65,000 square foot campus housing 23 classrooms and four state-of-the-art fiber optic labs with 220 computer stations. The campus offers undergraduate degrees in accounting, business, computer information systems, electronics engineering technology and telecommunications management, and graduate degrees in management.

### **Georgia State University North Metro Campus**

The North Metro Campus of Georgia State University in Alpharetta offers graduate level instruction in management and education and undergraduate instruction in a variety of courses.

### **Others**

In addition to those education and training resources summarized above, Roswell residents can access literally dozens of other educational opportunities in the metro Atlanta region, including Chattahoochee Technical Institute, Kennesaw State University, and Gwinnett Technical Institute. There are also many private sector training institutes in the area offering training in computer programming and computer applications, as well as medical care.

For children, the education provided by the award-winning Fulton County public schools is supplemented by a growing number of private and parochial schools in the City and in the surrounding areas (See Community Facilities Element.)

## **ECONOMIC DEVELOPMENT POLICIES**

Economic development is important because it provides the tax base for a high quality of life. Property taxes on residential development rarely cover the requirements for police, fire, transportation, and recreation services. Taxes from commercial and office development are what assist a community in providing a high quality of life for its citizens. It is also important to maintain balance and diversity in the tax base to cushion against unexpected economic circumstances.

The following policies apply to economic development throughout the City.

- 1. Commercial Redevelopment** - Encourage the adaptive reuse of vacant commercial centers, as modernized retail, offices, institutions and mixed-use development.

Some of the City's office, retail and industrial centers are aging and are in need of rehabilitation. Others are not vacant, but are located in economic growth areas that present opportunities for redevelopment. In 2000 it was estimated that at least 1 million square feet of the existing 9 million square feet of leased space in the City is currently in need of rehabilitation or redevelopment.

The Economic Development Division of the Community Development Department will promote commercial redevelopment by packaging information about potential redevelopment sites, and marketing them to developers, the Chamber of Commerce, Fulton County, the state, and other economic development officials. The marketing effort will consist of individual presentations,

advertising, press releases, and participation in trade shows and special events. The Division will also investigate an architectural services incentive fund, or low interest loan fund, to encourage redevelopment efforts to comply with architectural guidelines in areas where such guidelines exist. The goals of such incentives will be to achieve critical mass in redevelopment efforts and to speed the process of redevelopment. The Division will coordinate with other City departments on public improvement efforts in areas targeted for redevelopment, such as upgrading of sidewalks and street amenities.

The redevelopment policy is central (and the highest priority) to the City's overall economic development strategy, so much so in fact that a separate redevelopment strategy is provided (see Chapter 4 of this Comprehensive Plan).

- 2. Promotion of Office Development** - Increase office development throughout the City in appropriate areas in order to lessen the City's reliance on the retail sector as a source of employment and bring diversity to the tax base.

The effort to promote office development is based on: 1) the need to bring balance to the City's employment base, which currently is characterized by an over-reliance on retail jobs; and 2) the need to diversify the tax base. In 2000 it was estimated that current zoning would permit an additional 3 to 4 million square feet of office space to be constructed. In addition, as mentioned above, some of the City's commercial space could be redeveloped into office space.

The Economic Development Division will promote office development by packaging information about potential office sites, and marketing this information to developers, the Chamber of Commerce, Fulton County, the state, and other economic development officials. In addition, the Economic Development Division will maintain a data base of information about existing office space within the City and make this information available to prospective office tenants and property owners. The City will participate in joint marketing efforts with the Greater North Fulton Chamber of Commerce, the Metro Atlanta Chamber of Commerce, and Fulton County Economic Development officials to bring skilled-labor employers to the area.

- 3. Market the Historic District** - Support activities that bring attention to and sustain the economic vitality of the City's Historic District.

The Division will seek out businesses and developers to participate in redevelopment efforts in designated redevelopment areas within and contiguous to the Historic District. This will be done in conjunction with the incentive programs mentioned in item #1 (redevelopment) above. The Division will work in collaboration with local groups such as the Historic Roswell Merchants Association to identify and solve problems affecting the Historic District. Such problems and issues include: lack of adequate parking, the need for coordinated marketing strategies, improved signage to key Historic District attractions, upkeep of pedestrian features, and the promotion of special events. It is anticipated that the City will perform an assessment of the parking situation at various points throughout the Historic District and develop a strategy for meeting the need for parking as development continues to occur. The Economic Development Division will work with the Convention and Visitors Bureau and other City offices to discuss marketing strategies and share information about marketing plans. The Division may offer advice to local organizations marketing destinations in the City.

**4. Small and Home Business Support** - Support home-based business development and the success of small entrepreneurs.

The City's business base is primarily made up of small to medium sized businesses. Compared to the employment base of the City of Alpharetta, and to the Perimeter Center area, the City does not have many major employers, or offices of major corporations. The City does have, however, an active and thriving small business sector, many of which are in the service industries. A growing number of high tech businesses are also present in the City. Home-based businesses are significant in number and growing steadily. Given the significant number of small and home-based businesses, it is logical to seek to identify their needs and develop means to address their needs. This will form the basis of continued business retention efforts.

Initial data for this effort will come from the Greater North Fulton Chamber of Commerce's business retention study, funded by Fulton County and conducted by Georgia State University. Further data will come from a business calling program, possibly supplemented by direct mail surveys from the City's Economic Development Division. At a minimum, it is expected that the small and home business support program will include: 1) support for educational offerings targeted at small entrepreneurs, 2) information on the process of expanding a business in the City, and 3) sharing of information on citywide events and resources through a quarterly business newsletter.

**5. Maintain a Positive Business Climate** - Retain existing businesses and encourage new business relocations through a positive business climate, with appropriate infrastructure planning.

A positive business climate is fundamental to economic development within the City. Included in this category are infrastructure, development processes and community support. Efforts to promote the City will have limited impact if infrastructure is not in place to support development. The Economic Development Division will work in conjunction with the Greater North Fulton Chamber of Commerce and other local entities to ensure that there is adequate infrastructure planning. Of particular importance are the following types of infrastructure: water and sewer, road and public transportation networks, educational institutions, and telecommunications facilities. The City is addressing roadway, bike path, sidewalk and public transportation needs through its transportation plan, in cooperation with other government entities including MARTA. The Economic Development Division works closely with the Chamber to support educational and workforce development objectives. The Economic Development Division also works to promote an adequate telecommunications backbone, as this infrastructure will be increasingly critical to the high tech development of the future.

Another important element of the business climate is the City's ability to communicate its development processes to the public and to make sure that these processes are not unduly burdensome. It has been an objective of the Economic Development Division to make the City more user-friendly to businesses in the City. The Division has addressed this objective by developing written guidelines for distribution to the public, and will continue its efforts in this regard.

**ECONOMIC DEVELOPMENT ACTION PLAN**

An economic development action plan (Table 3.40) is organized around the five major economic development policies. It was initially prepared for the 2020 Comprehensive Plan but has been



updated with regard to timelines and specific projects or tasks for implementation. In addition to this action plan, further strategies are provided for redevelopment in the following chapter.

**Table 3.40**  
**Economic Development Action Plan**  
**City of Roswell, 2005-2010**

Project	Parties Involved	2005	2006	2007	2008	2009	2010
<b>GOAL 1 COMMERCIAL REDEVELOPMENT</b>							
1. Gather information on properties suitable for office development and market information to developers, the Chamber, Georgia Power, Fulton County, etc.	Roswell EDD; GNFCOC; Ga. Power Co. MACOC, Fulton County ED	X	X	X	X	X	X
2. Assemble incentive package, (architectural services fund, expedited plan review, etc.).	Roswell EDD; other City departments	X	X				
3. Work with other City departments to promote public investments such as pedestrian amenities that will result in increasing the tax base.	Roswell EDD	X	X				
4. Look into incentives for transfer of ownership from absentee landlords to tenants or active ownership.	Roswell EDD			X			
5. Research the feasibility of instituting a Tax Allocation District (TAD) in Midtown Roswell and/or activate the Downtown Development Authority	Roswell EDD	X	X				
<b>GOAL 2 PROMOTE OFFICE DEVELOPMENT</b>							
1. Gather information on properties suitable for office development and market information to developers, the Chamber, Georgia Power, Fulton County, etc.	Roswell EDD; GNFCOC; Ga. Power Co. MACOC, Fulton County ED	X	X	X	X	X	X
2. Provide information on available office space to all potential users or reference sources.	Roswell EDD	X	X	X	X	X	X
3. Address workforce development and education concerns of office employers. Work with colleges to promote training and business development courses.	Roswell EDD; GNFCOC; local educational institutions	X	X	X			
4. Recruit small-scale office users.	Roswell EDD	X	X	X	X	X	X
5. Work with the Chamber to initiate a High Tech Business Council.	Roswell EDD; GNFCOC			X			
6. Continue to support quality of life enhancements that make the area attractive to corporations	Roswell EDD; planning; other City departments	X	X	X	X	X	X

Project	Parties Involved	2005	2006	2007	2008	2009	2010
<b>GOAL 3 MARKET THE HISTORIC DISTRICT</b>							
1. Work with merchants association to identify and conduct promotional activities	Roswell EDD; merchant's association	X	X	X	X	X	X
2. Conduct parking study (assess needs and options) in the Historic District, both short-term and long-term.	Roswell EDD; consultant	X	X				
3. Implement recommendations of parking study	City; merchants			X	X		
4. Collaborate with the Convention and Visitors Bureau and others on marketing	Roswell EDD	X	X	X	X	X	X
5. Improve signage to key attractions throughout the City.	Roswell EDD; Transportation Dept.	X	X				
<b>GOAL 4 SUPPORT SMALL AND HOME BUSINESSES</b>							
1. Assess needs of small and home-based businesses in the City.	Roswell EDD; GNFCOC	X	X				
2. Develop program to address needs.	Roswell EDD		X	X			
3. Support education and promote resource development for small entrepreneurs.	Roswell EDD; local educational institutions	X	X	X	X	X	X
4. Guide small entrepreneurs to other forms of resources and assistance.	Roswell EDD	X	X	X	X	X	X
5. Communicate with businesses via electronic newsletter to keep them informed of developments in the City	Roswell EDD; Community Info. Manager	X	X	X	X	X	X
<b>GOAL 5 POSITIVE BUSINESS CLIMATE</b>							
1. Stay involved in regional efforts to address infrastructure constraints.	Roswell EDD; Fulton County ED; GNFCOC	X	X	X	X	X	X
2. Continue to communicate the development process more effectively; advocate for streamlining where opportunities exist	Roswell EDD	X	X	X	X	X	X
3. Communicate steps needed to start a business.	Roswell EDD	X					
4. Ensure that all properties are aware of the appropriate design/development guidelines.	Roswell EDD	X	X	X	X	X	X
5. Develop an inventory of success stories for signage and architectural design	Roswell EDD	X	X	X			
6. Involve the business community in decision-making about matters that affect them	Roswell EDD	X	X	X	X	X	X